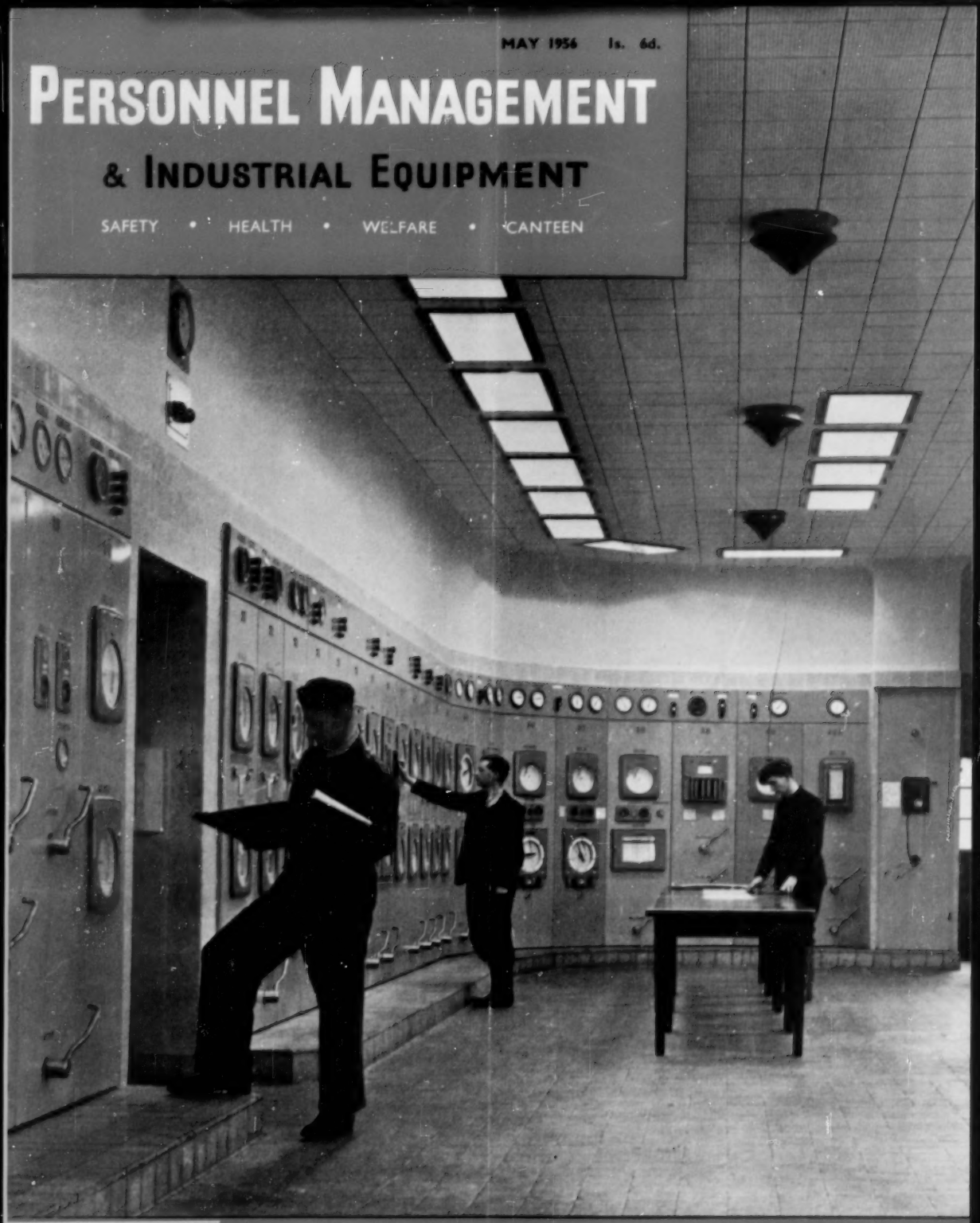
MAY 1956 1s. 6d.

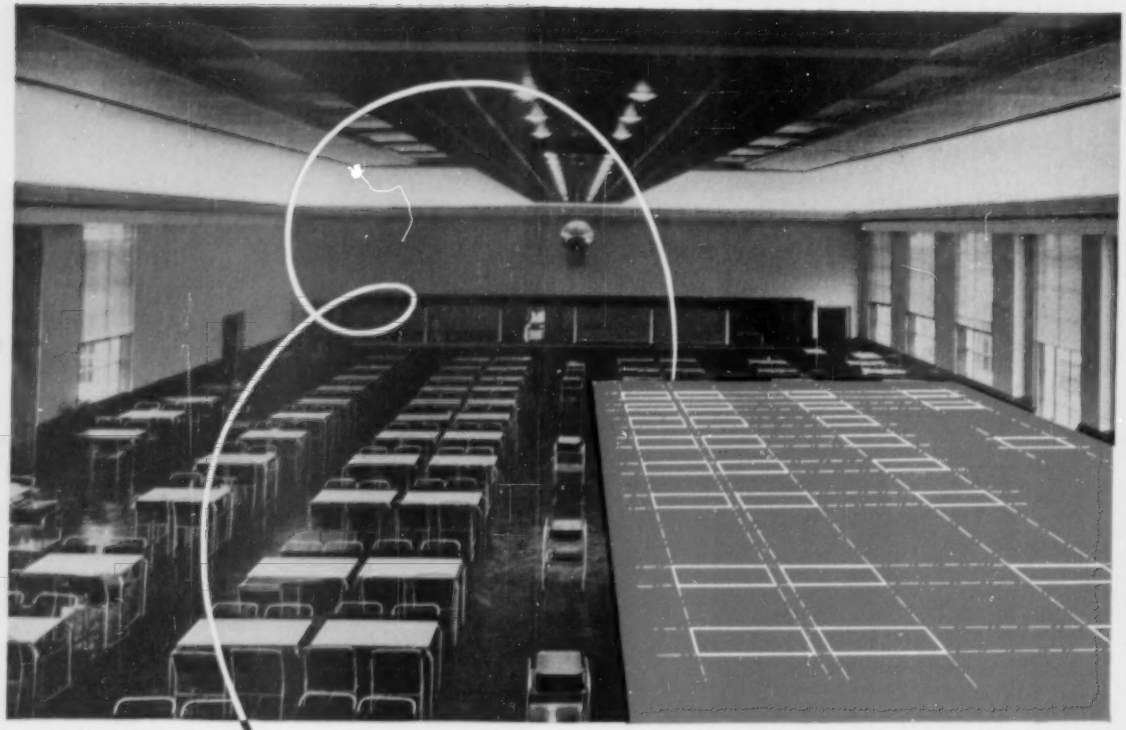
# PERSONNEL MANAGEMENT

## & INDUSTRIAL EQUIPMENT

SAFETY • HEALTH • WELFARE • CANTEEN



The Human Issues of Automation (see page 595)



# Look what planning can do for your canteen -

There's an air of comfort and efficiency about the works canteen of Messrs. MOLINS MACHINE CO. LTD.

The result of careful, expert planning carried out by Shepherd's **free** Canteen Planning Advisory Service.

There's nothing "straight out of the book" about Shepherd's approach to planning the seating lay-out of a canteen. Each job is considered entirely on an individual basis—worked out, thought out, planned out, laid out, against a background of proven experience in providing maximum seating room for limited floor space. And Shepherd's manufacture the furniture —a superb range of durable, stylish tubular steel furniture, beautifully finished in a wide choice of colours.

This is the time of year to consider furnishing *your* canteen. Remember, whatever your space, Shepherd's can plan it . . . and furnish it too!

*Write to us about your seating problems. Our Technical Representative will be pleased to visit you and settle your queries on the spot.*

**SHEPHERD'S** HERSHAM STATION WORKS · WALTON-ON-THAMES, SURREY · TEL: WALTON 2314
MANCHESTER OFFICE · 274 DEANSGATE, MANCHESTER 3 · TEL: DEANSGATE 7545

# *Automatic*

## refreshment wins every time

"Efficiency increased every way"
All over England, management has confirmed it. Fully automatic Pepsi-Cola venders sited 'on-the-job' in workshops, offices, foyers, etc., help to increase working efficiency:

1. Save time - by eliminating workers' visits to canteen, washroom etc.

2. Improve staff relations - everyone likes Pepsi-Cola. Workers appreciate the convenience of a vender.

3. Replaces energy quickly - ice-cold, high in sugar content, Pepsi-Cola is ideal for combating fatigue.

4. Steady revenue - for canteen, welfare fund, etc.

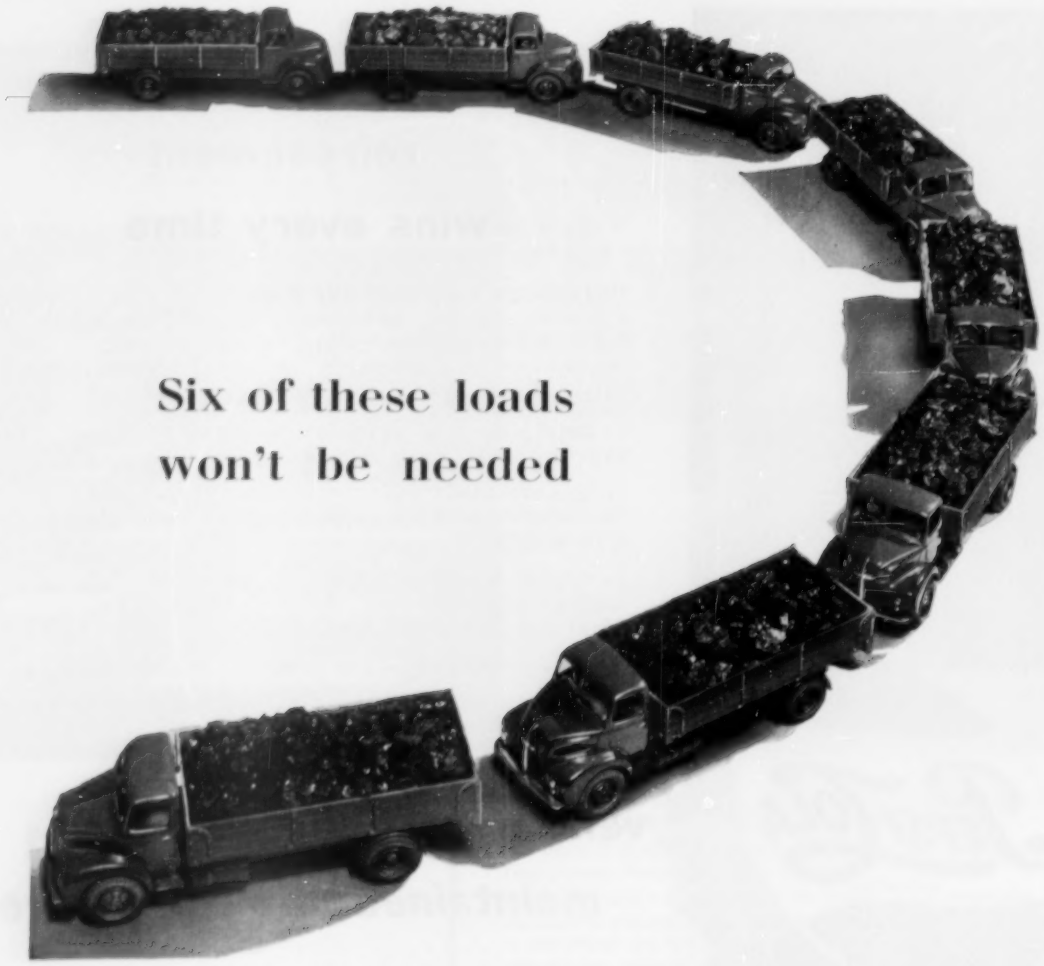
Pepsi-Cola venders are installed and maintained completely free.

## venders are *installed and maintained* completely *free*

Venders occupy only 26" x 28" floor space and contain 168 bottles of ready chilled Pepsi-Cola.

We believe that to anyone concerned with industrial efficiency, automatic refreshment must be of interest.

For further details write or telephone to:
Pepsi-Cola Ltd.,
19, Dunraven Street,
London, W.1. (Tel: HYDe Park 9971)



# Six of these loads won't be needed

That's fuel saving with a vengeance and it can be achieved by using Celotex Insulation. Look at the figures.★ Uninsulated, a corrugated asbestos-roofed building requires 7.8 tons of fuel for every 1,000 sq. ft. of sheeted area to produce a comfortable working temperature. Install Celotex Cane Fibre Insulation and the fuel requirement drops immediately to 1.8 tons. The smaller fuel requirement does all the work of the larger—and does it better. Because it produces fuel savings of that order year after year, at no cost beyond the moderate original cost of materials and installation, Celotex Cane Fibre Insulation is a true business investment. If heating costs are becoming a problem WRITE OR TELEPHONE US, AND WE WILL BE GLAD TO GIVE YOU EXPERT ADVICE, WITHOUT OBLIGATION.

**CELOTEX** cane fibre insulation

*Made in Great Britain with all-British materials by*

**CELOTEX LIMITED, N. Circular Rd., Stonebridge Park, London, N.W.10. Tel: ELGar 5717 (10 lines)**

★ *Quoted from Ministry of Fuel and Power Bulletin No. 12 and based on a 5,000 hours heating period.*

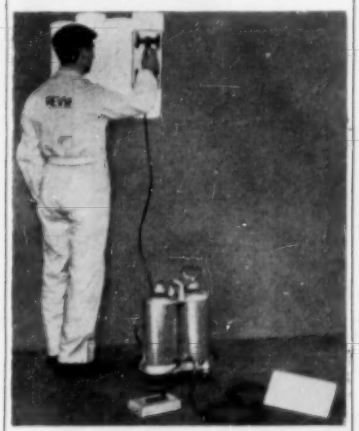
CUT PAINT CLEANING COSTS

WITH THE

"REVVI"

Wall Washing Machine

Improves Working Conditions
Stimulates Hygiene



Walls and ceilings can be washed cheaply and with the minimum of disorganisation by means of the REVVI washing machine.

A saving of at least one half of the normal labour costs is effected.

Being silent in operation and not requiring very much floor space, the REVVI machine does not distract the attention of persons working near it. For ease of movement, it is fitted with rubber-tyred castors. The water and cleaning solutions do not drip on to floors, machines or desks, so dust sheets are not needed.

The cylinders of the REVVI machine are filled with clear water and REVVI detergent solution respectively, and both water and solution are kept under pressure by a few strokes of a manually-operated air pump. A few minutes' pumping is sufficient to last the day's operations.

PRICE COMPLETE £55

*For further details write or phone :*

REVVI

LIMITED

70 Blackstock Road, London, N.4

*Telephone : CANonbury 5246-7*



MAY, 1956

PERSONNEL MANAGEMENT & INDUSTRIAL EQUIPMENT

SAFETY • HEALTH • WELFARE • CANTEEN



MANAGEMENT OF PERSONNEL

**AUTOMATION—What the Personnel Manager Should Know** — *Frank Woollard* — 595
*Assessment of how new automatic processes are likely to affect role of the personnel manager*

**Management Through the Supervisor's Eyes** — *Discussion Leader* — 598
*More Ideas on the Well-Rounded Tycoon. Study of place of culture in executive development*

**How a Small Firm Built Up Group Morale from Scratch** — *Robert McKinnon* — 604
*Account of how a growing firm has kept contact with its workers by understanding human needs*

WELFARE, TRAINING AND HEALTH

**A "Train Them Yourself" Scheme for Technologists** — 600
*"Personnel Management" Picture Story tells how one firm is building up a reserve of skilled men*

INDUSTRIAL EQUIPMENT AND MANAGEMENT

**Equipment That Raises Output** — 615
*CANTEEN ★ WELFARE ★ HANDLING EFFICIENCY AIDS ★ SAFETY ★ VENTILATION*

SAFETY • ACCIDENT PREVENTION • CIVIL DEFENCE

**How To Use Personnel Records—3** — *William Durham* — 607
*Account of how good documentation can help a firm's safety and health programmes to be more efficient*

CANTEENS AND CATERING

**Some American Ideas for British Canteens** — *The Editor* — 611
*Some ways in which works restaurants over here could raise standards and attract custom at little cost*

NEWS AND READERS' SERVICE

| | | | |
|---|---|---|---|
| Management News and Ideas | 602 | Official Publications | 622 |
| People at Work | 609 | May/June Management | |
| Canteen Advice Bureau | 620 | Diary | 623 |



Vol. 22, No. 191. Published by Shaw Publishing Co. Ltd., *registered office : 180 Fleet Street, London, E.C.4 (WATerloo 3388).* Advertisement, editorial and sales offices, Mercury House, 109-119, Waterloo Road, S.E.1 (WATerloo 3388). Subscription rates: 25s. per year, post free, U.K. and overseas.

CHANGE OF SUBSCRIBER'S ADDRESS. Please inform the Publishers six clear weeks in advance and include present address as well as new address required.



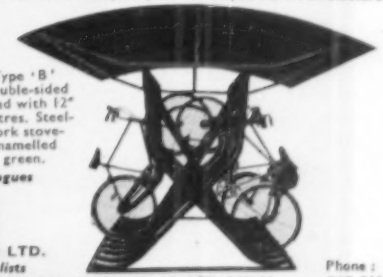
ABIX—CYCLE STANDS

A Quarter of a Century's experience in Cycle Stand Manufacture

STEEL CLOTHES LOCKERS

All-steel construction. Single Units or banks of two, three or four. Stove-enamelled green.

Size of Single Unit
75" High
12" Wide
15" Deep



Type 'B' Double-sided stand with 12" centres. Steelwork stove-enamelled green.

*Write for illustrated catalogues*

ABIX (METAL INDUSTRIES) LTD.

*Factory Equipment Specialists*

TAYBRIDGE HOUSE, TAYBRIDGE ROAD, BATTERSEA, LONDON, S.W.11

Phone : BAT 8666/7

# Garrould's

## *Overalls, Coats & Jackets*

*for both*

## *Men and Women*

- ★ Hard wearing—Pre-Shrunk Materials
- ★ Smart Practical Designs in a wide range of Stock Sizes
- ★ Expertly Cut on generous lines
- ★ Attention to detail—extra strengthening at points of strain
- ★ Quality and Workmanship Guaranteed

*Let the name Garrould be your guarantee of satisfaction. Backed by over 100 years of experience, they are not merely overalls, but distinctive garments that will satisfy the most discriminating buyer*

*Actual Manufacturers*

**E. & R. GARROULD Ltd., 150-162 EDGWARE RD., W.2**

# Owch!

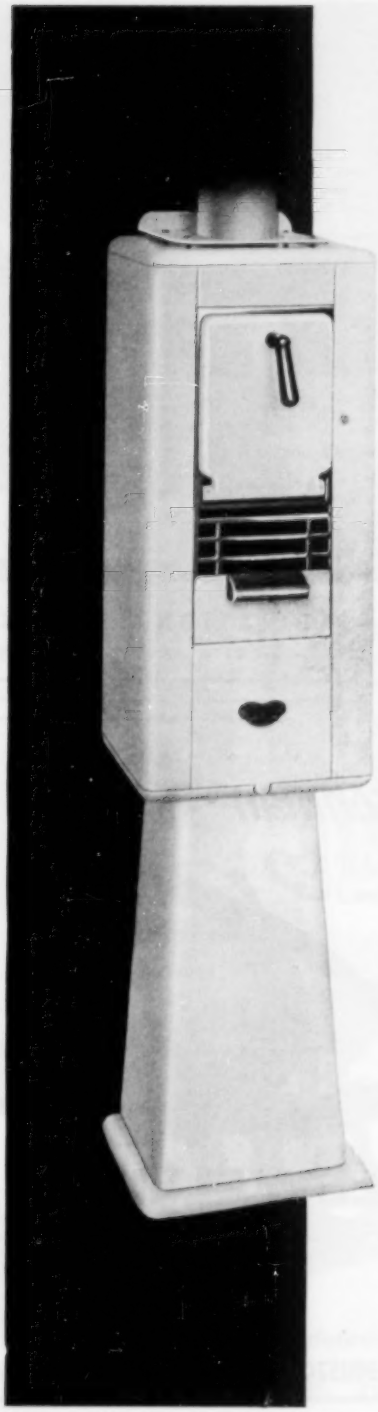
Even in the most modern factory there's no safety device for a hammer. If Fred hits his finger, the management's hardly to blame. But it's a poor show if they haven't got Prestoband in the first aid kit. Prestoband is the finest, most economical surgical dressing you can buy—antiseptic, water resisting, easy to apply, easy to remove—no knots, no pins—and sticks *only* to itself, not to skin, work or clothes. For bulk users the Prestoband 'Hospital' Pack saves about 40% on costs. 12-yard rolls, in three widths: ½", 1" and 2". From your usual supplier or from the manufacturers, VERNON & CO. LTD., PRESTON, LANCS. Telephone: Preston Priory 83293.

*Samples sent on request.*

## PRESTOBAND

THE ANTISEPTIC SELF-ADHESIVE BANDAGE

***Sticks to itself, but not to the skin!***



# *Safeguard Public Health Encourage Personal Hygiene*

**in FACTORIES · HOSPITALS · CLINICS SCHOOLS · HOTELS AND OFFICES**

Investment by British industrialists and others in modern equipment to safeguard the health and welfare of the vast and growing numbers of workers, has proved beyond doubt the wisdom of a policy both far seeing and democratic in concept.

The installation of Sugg's incinerators wherever women employees form part of an organisation is plain commonsense.

Our sales and technical staff will be glad to advise and co-operate.

## *The Sugg Incinerator*

Gas-Fired

**WILLIAM SUGG & CO. LIMITED**
*(Incorporating Cowper Penfold & Co. Ltd.)*
VINCENT WORKS, REGENCY ST., LONDON, S.W.1 Tel.: VIC 3211

SUGG
WESTMINSTER

# STYLE plus STRENGTH

**—in E.S.A. Light Alloy Furniture**

This elegant, clean-lined E.S.A. canteen and café furniture is of immensely strong alloy construction. It is light and easy to handle. The Formica table-tops are proof against cigarette burns and instantly cleaned with a damp cloth. The chairs have shaped plywood seats and backs, or can be upholstered.

**SPECIALLY DESIGNED FOR CAFÉS, CANTEENS, CLUBS, HOTELS, HOSPITALS, etc.**

*Write for brochure giving details of these and other items in the E.S.A. range of furniture, including wooden furniture.*

*Staff Canteen of Norton Abrasives, Welwyn Garden City, Herts.*

ESA **THE EDUCATIONAL SUPPLY ASSOCIATION LIMITED**

Esavian Works, Stevenage, Herts. Tel: Stevenage 500 — Esavian Works, Carfin, Lanarks. Tel: Holytown 391

# *A watch on the watchman*

*GIVES YOU POSITIVE, PRINTED PROOF THAT YOUR PREMISES ARE GUARDED* **ALL** *NIGHT*

By means of key-boxes sited at strategic points, all of which the night-watchman must visit in order to actuate the clock's mechanism, LLEWELLIN'S clocks provide a printed record of the time and regularity of the patrols in your building—all night—every night—the only sure method of preventing loss by fire or burglary.

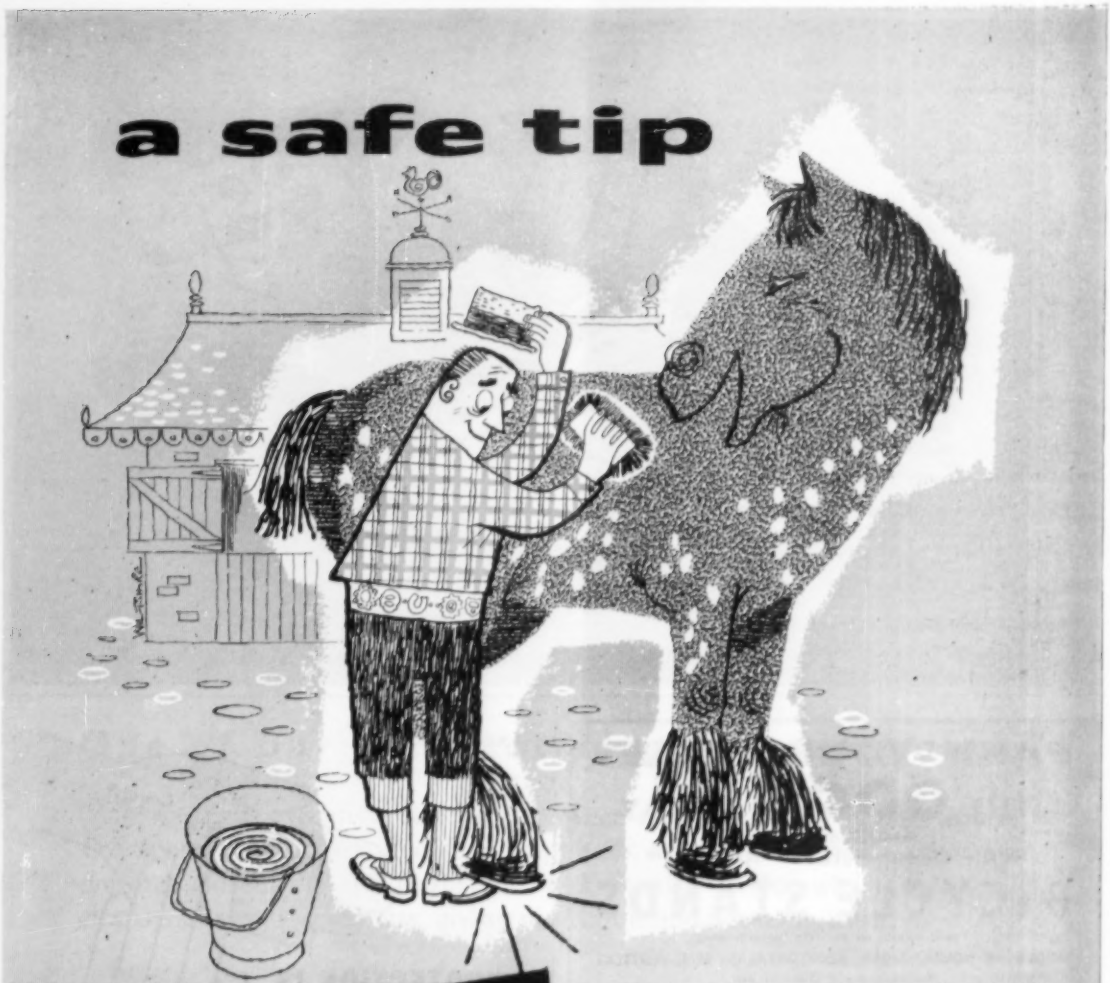
**LLEWELLIN'S**

*Watchmen's clocks*

*Write to-day for an estimate on your premises*

**LLEWELLIN'S MACHINE CO. LTD., KING SQUARE, BRISTOL** **Tel.: 2-0891 & 2-0875**

# a safe tip

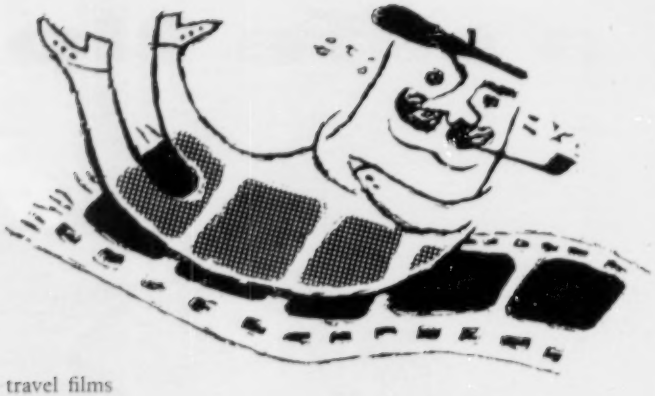


Plus Fifty

PROTECTIVE FOOTWEAR

*Write for details and our illustrated brochure*

**PROTECTIVE FOOTWEAR SERVICE LTD · KINGSWOOD · BRISTOL**



See the country with British Transport travel films They will give you **a first rate show** and some holiday hints as well! Write for catalogue and Latest Releases pamphlet listing over 100 films of travel and transport subjects.

All are available on **free loan** from Films Officer, British Transport Commission, 25 Savile Row, London, W.1.

# PARK YOUR CYCLES THE ODONI WAY

(REGD. TRADE MARK)

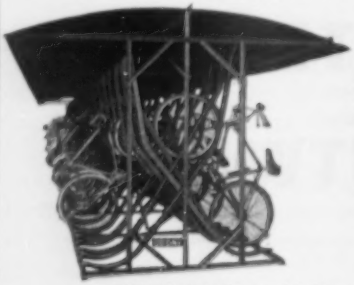
With Odoni Patent "All-Steel"

## BICYCLE STANDS

Types to suit all possible requirements

SINGLE OR DOUBLE-SIDED, HORIZONTAL OR SEMI-VERTICAL

For Indoor and Outdoor use



**TYPE 10**

DOUBLE SIDED SEMI-VERTICAL OUTDOOR STAND, BUILT WITH CLOSE RACK ARRANGEMENT (CYCLES AT 12" CENTRES)

*Write for fully illustrated leaflet and price list to Sole Manufacturers and Patentees*

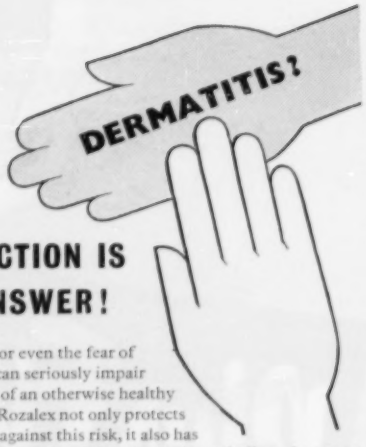
**ALFRED A. ODONI & CO. LTD.**

SALISBURY HOUSE, LONDON WALL

LONDON, E.C.2

Tel. No.: NATional 8525/6 (WORKS: LONDON, N.W.) Tel. Add.: Odoni, Ave, London

R.54




## PROTECTION IS THE ANSWER!

Dermatitis—or even the fear of dermatitis—can seriously impair the efficiency of an otherwise healthy labour force. Rozalex not only protects skilled hands against this risk, it also has a psychological value—giving the worker a feeling of personal protection. For over 25 years Rozalex have specialised in barrier creams for industry and today the hazards of every trade can be countered. Their full technical resources and experience are at *your* disposal on request to Rozalex Ltd., 10 Norfolk Street, Manchester 2.

# ROZALEX

**BARRIER CREAMS**

## *" One of our most satisfactory contracts "*

Many business executives say the same when they sign up for the **Sketchley Overall Service**. They, and their employees, appreciate the importance of uniform clothing in the factory or works, and a service which supplies, cleans and repairs garments, giving protection and ensuring hygiene.

**Sketchley**

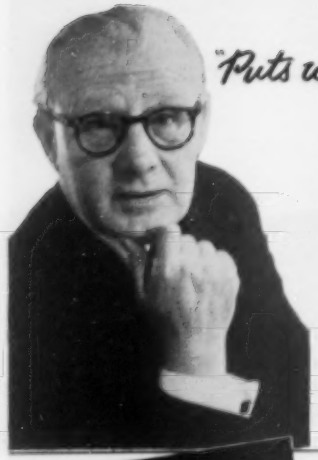
## OVERALL SERVICE

- *Men's boiler suit*
- *Men's bib and brace*
- *Men's long coat*
- *Women's cotton overall*

The Sketchley Overall Service, for a small weekly charge, provides new overalls in a wide range of styles and colours for both men and women, cleans them weekly, repairs them when required, and replaces the overalls as they become worn out.

Please write for details to:

**SKETCHLEY LTD · Fox Grove · Old Basford · Nottingham · *Telephone:* 75161**



"Puts welfare on a SAFE footing!"

In mines, steelworks, on engineering projects and agricultural work . . . Commando Soles and Heels are worn more and more. Recognised as the SAFE Sole and Heel—they grip and give the most outstanding wear and service to thousands and thousands of workers. Used, firstly by the Commandos during the war—and since then in famous expeditions from Everest to the Antarctic—what better recommendation could be given for Soles and Heels to meet and combat the most strenuous conditions where the safety of men and women is concerned.

AN ITSHIDE PRODUCT

Commando
SOLES AND HEELS

ITSHIDE RUBBER CO. LTD. · PETERSFIELD · HANTS · ENGLAND

TOILET—HYGIENE

Remove the old Bugbear of Foul Odours

ABSORBS NOXIOUS ODOURS—DAY AND NIGHT

"G" BLOCKS FOR GENTS' CHANNELS

PLACE ONE IN EACH STALL—THEY NEED NO FURTHER ATTENTION →

3 Doz. 31/- 6 Doz. 61/- 12 Doz. 117/-

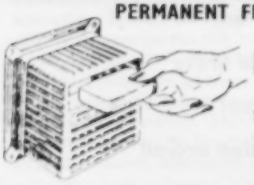
*FOR ALL LADIES' AND GENTS' TOILETS*

AIR PURIFIER TABLETS AND PATENT PLASTIC HOLDERS

★ Perfect deodorizer
★ Purifies Atmosphere
★ Remains effective until completely evaporated

3 Doz. 38/- 6 Doz. 74/- 12 Doz. 142/-

PERMANENT FIXTURE TO DOOR OR WALL



Pat. 683238
Reg. 862807

Slip Tablet into Aperture. Cannot be removed or stolen

Price 4/6 each

CARRIAGE PAID ON ALL ORDERS OF £5 AND UPWARDS

AROMATIC DISINFECTANT BLOCK CO. LTD.
9 AUGUSTUS ROAD, LONDON, S.W.19. Telephone: Putney 5181

# YOU'VE GOT A VACANCY FOR *Film!*

THIS powerful medium is already being successfully employed by many organizations throughout the country. What it can do for others, it can do for you. Start putting film to work and see the difference. See how it can be used to increase production, improve staff training methods, reduce accident rate—in fact film can do *all* branches of *your* organization a power of good.

You can, if you wish, make your own films simply and economically. And the G.B. Film Library offers the finest range of industrial films for hire. Films dealing with many specific problems in industry today. We shall be pleased to forward you full details about the equipment you need.

**RANK PRECISION INDUSTRIES LTD**

CINE & OPTICAL DIVISION

DEPT. PM/5/56, · 37-41 MORTIMER ST. · LONDON W.1 · MUSEUM 5432

**Please ask your Secretary to attach this coupon to your letterhead and post to us.**

*Please send without obligation, leaflets describing :—*

- ☐ G.B. Bell & Howell Filmsound '622' projector.
- ☐ Films available from G.B. Film Library.
- ☐ G.B Bell & Howell cine cameras.

TICK THOSE REQUIRED

Dept. PM/5/56

# why buy when we supply?

Before buying work clothing for your employees ask Spring Grove about Hire. It is far from costly and has much to recommend it. It is labour-saving and a proven production-builder. Spring Grove's Linen Hire Division will provide you with a wide range of quality garments and linens without asking a penny in capital outlay. Several sets of garments are supplied new to each wearer and repairs and replacements arising from fair wear and tear are free. Weekly collection and delivery is guaranteed and the standard of washing and drycleaning excellent. It's a good service that releases capital for investment elsewhere.

Areas serviced are London, Birmingham, the S.E. Coast and most of the Home Counties.

*We welcome your enquiries*

*179 Spring Grove Road, Isleworth, Mddx.*
*Attention of the Development Manager*
*Telephone: Hounslow 1177*

SPRING GROVE LINEN HIRE

★ **Dawson Dishwashing machines are made for all size canteens, catering for up to 1,000 meals. Descriptive literature will be sent on request.**

**Dawson** *'DELUGE' DISHWASHERS*

*Clean — without a doubt!*

## WASHING-UP in Canteen Kitchens

**MODERN canteens now handle all the washing up mechanically. The use of DAWSON DISHWASHING MACHINES effects great saving in time, labour costs and absence of breakages. Furthermore all crockery and cutlery washed by Dawson machines satisfies the standards of hygiene demanded to-day.**

**DAWSON BROS. LTD**
DEPT. P.M. · 406 RODING LANE SOUTH
WOODFORD GREEN · ESSEX · Tel. Wanstead 7777 (4 lines)

## *Transparent Shield*

No wonder observers invariably watched the mediæval battle "from afar". That was the only safe thing to do.

But today, in the modern factory, there are many dangerous processes which the operative must watch closely. And thanks to "ARMOURPLATE" glass he can do it in perfect safety.

**"ARMOURPLATE"** *Glass—Safety With Vision*

FOR FURTHER INFORMATION ON THE USE OF GLASS IN INDUSTRY CONSULT THE TECHNICAL SALES AND SERVICE DEPARTMENT AT ST. HELENS, LANCS. TELEPHONE: ST. HELENS 4061; OR SELWYN HOUSE, CLEVELAND ROW, ST. JAMES'S, LONDON, S.W.1. TELEPHONE: WHITEHALL 5672-6. "ARMOURPLATE" IS A REGISTERED TRADE MARK OF PILKINGTON BROTHERS LIMITED. SUPPLIES ARE AVAILABLE THROUGH THE USUAL TRADE CHANNELS.

PILKINGTON BROTHERS LIMITED, ST. HELENS, LANCASHIRE

I.18

Locking Basket and other types of Hanger to suit individual requirements, fully meeting the New Factory Act.

## THESE AIR-DRY "SIEBER" HANGERS ARE A TREAT

"At last I can change into dry, uncreased clothing when I go home! It's plain common sense to hang rain-soaked 'togs' on a 'SIEBER' Hanger instead of bundling them into an unventilated, smelly locker. It saved me from many colds and my clothes are fresh and wear better. The boss, too, must like these 'SIEBER' Hangers because they reduce absenteeism and the space he saves is bound to repay the little money they cost. Repair costs? Not on your life, because this Hanger Equipment is made to last for good and all."

Pat. No. 415653
Des. Reg. No. 789558

# SIEBER

**ALL—IN—ONE HANGER EQUIPMENT**

Permanent Exhibit at Health and Safety Centre, London, S.W.1.
Installed in Factories, Offices, Public Undertakings, Schools, Hospitals, etc.
Write today *for full details of our Free Planning Service.*

**JAMES SIEBER EQUIPMENT CO. LTD., 30, Africa House, Kingsway, London, W.C.2. Tel.: HOL 4531 & 5121**

# G.E.C. ELECTRIC

# SANITARY INCINERATORS

***The answer to a personal problem for factory staff***

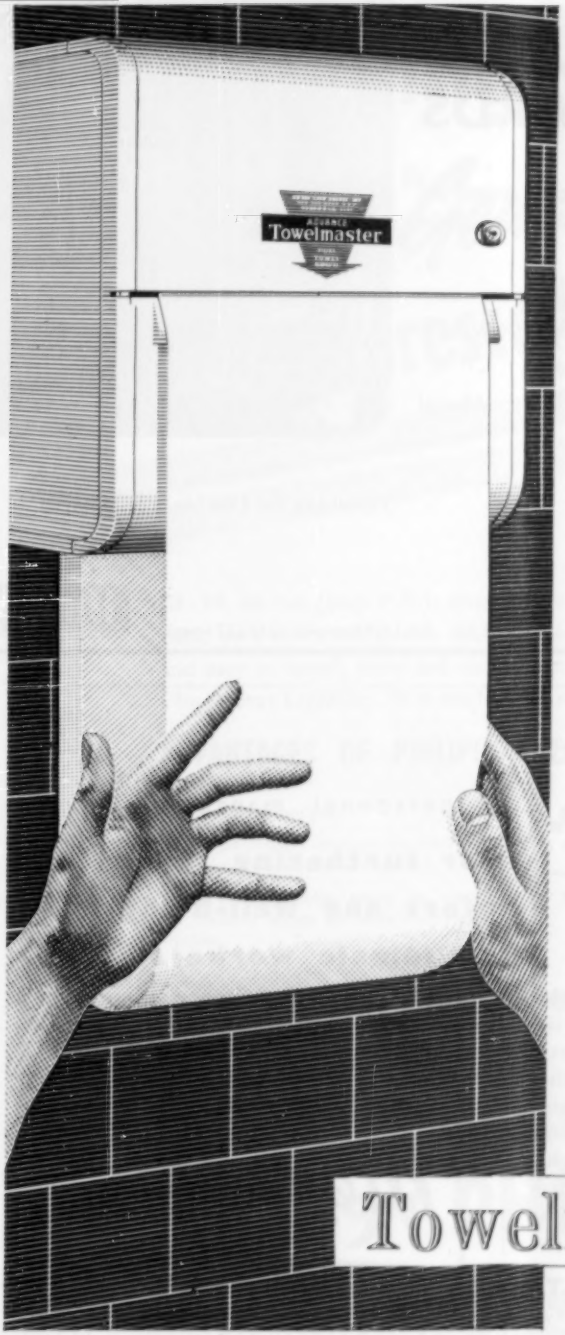
G.E.C. Electric Sanitary Incinerators fulfil a definite requirement of female staff in the factory. Easy to operate and economical in use, these incinerators solve the problem of efficient and hygienic disposal of sanitary wear.

- *Easily operated with foot pedal. This opens hopper and automatically controls switching.*
- *Solid rod heating element for long life; special clutch mechanism for economic operation.*
- *Fully guaranteed for twelve months.*

**Price £48**

*Write for fully descriptive publication on the dependable G.E.C. Sanitary Incinerator.*

THE GENERAL ELECTRIC COMPANY LTD., MAGNET HOUSE, KINGSWAY, LONDON, W.C.2.




# Clean dry healthy hands – three pairs a penny

Have you seen the Towelmaster – the gleaming white cabinet that, for 5/-, gives 180 pairs of hands an honest-to-goodness dry on individual spaces of laundry-fresh towel?

Nothing could be more efficient. Yet the cost is small and can be accurately estimated for the year ahead.

There is no capital outlay. A minimum of two cabinets is installed and maintained free of charge. All you pay is 5/- for each roll of towelling used – minimum usage is only one roll per cabinet per week. Moreover, the Towelmaster represents an indirect saving of labour, as it eliminates time spent collecting and distributing individual towels.

Towelmaster cabinets add prestige to every office and factory; the efficiency of their operation increases goodwill amongst staff and visitors alike. For a small investment, it pays rich dividends – not the least of which is a clean bill of health.

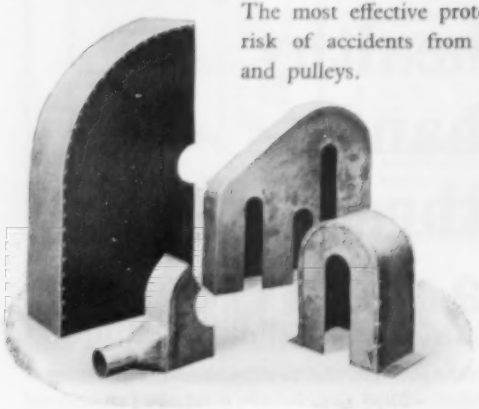
*We'll be glad to discuss your particular needs – without obligation.*

**ADVANCE**

**Towelmaster**

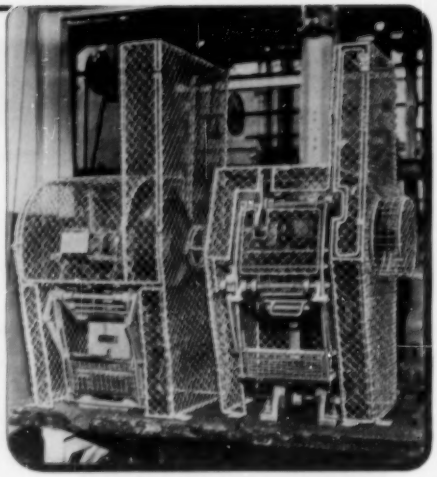
*Advance Linen Services Ltd (Dept. T20)*
*Stratton House, Piccadilly, London W1*
*Telephone: Mayfair 8886*

# 'Harco'
# MACHINERY GUARDS



The most effective protection against the risk of accidents from machinery, belts and pulleys.

*In Wirework or Sheet Metal*



Please ask for List No. PMT 996.

G. A. HARVEY & CO. (LONDON) LTD., Woolwich Road, London, S.E.7 Tel.: GREenwich 3232 (22 lines)

Harvey

## A Suggestion to personnel manageresses

**for furthering the comfort and well-being of female workers**

Personnel Manageresses will know that the difficult days for female workers can constitute an industrial problem. Comfort is best maintained at these times with either Mene or Menex Sanitary Protection which for over fifty years has been the choice and trust of womanhood. Reliable, highly absorbent, of downy softness ... a protective back . . . Mene and Menex possess the qualities necessary for peace of mind and ease of body. They have loop ends for snug adjustment. Write today for a special quotation for a bulk order. You can have confidence in recommending . . .

Mene REGD. Menex REGD. SOLUBLE

**ROBINSON & SONS LTD.**

WHEAT BRIDGE MILLS, CHESTERFIELD, DERBYSHIRE

MANUFACTURERS OF ALL KINDS OF SURGICAL DRESSINGS

# Amazing value in "Gear-less" fluorescent lighting

**£3 . 14 . 3d list (incl. P.T.): that's all a Philips "Gear-less" fluorescent unit costs complete.** Because it is so low in cost, light in weight, and easy to install, more and more firms are fitting Philips "Gear-less" Fluorescent Lighting. It is available in all the standard colours.

## ADVANTAGES OF PHILIPS "GEAR-LESS" FLUORESCENT

- ★ Remarkably light in weight.
- ★ Remarkably low in cost—because no control gear or starting mechanism is required.
- ★ Light output is actually equal to two 100-watt filament lamps for only 115-watt consumption.
- ★ Absolutely noiseless in operation.
- ★ Versatile too—fluorescent lamp and filament lamp can be installed separately or together.
- ★ With Warm White Deluxe lamp, Philips "Gear-less" gives perfect colour rendering for food displays.

**SEE YOUR ELECTRICAL CONTRACTOR, OR WRITE TO PHILIPS ABOUT:—**

## "Gear-less" FLUORESCENT LIGHTING FROM PHILIPS

PHILIPS ELECTRICAL LTD. LIGHTING DIVISION CENTURY HOUSE SHAFTESBURY AVE. LONDON WC2

TUNGSTEN, FLUORESCENT, BLENDED AND DISCHARGE LAMPS · LIGHTING EQUIPMENT · RADIO AND TELEVISION RECEIVERS, ETC.
(LD7808)

DINKUM REG?

WOMEN'S

# COAT OVERALLS

Overalls that your staff can wear with an air! Really well-made garments that do last.

Wrapover Style, in long or short sleeve —Florentine Drill— Vat Dyed, Sanforized Shrunk. Well Cut and Tailored to B.S.I. Specification.

SIZES.
SW. W. WX. OS. XOS.

SHADES:
Turquoise — Emerald — Beige — Pink — Reseda — Royal — Rose — Chestnut —Maroon—Bottle—Navy and White. Also available in Satin Drill, White only.

*Please quote Style No. 460*

*Manufactured and Distributed by*

**ANGUS JOWETT & CO. LTD.**

**SKELTON INDUSTRIAL ESTATE**
**SALTBURN-BY-THE-SEA, YORKS.**

Telephone: Skelton 142. Established 1911.

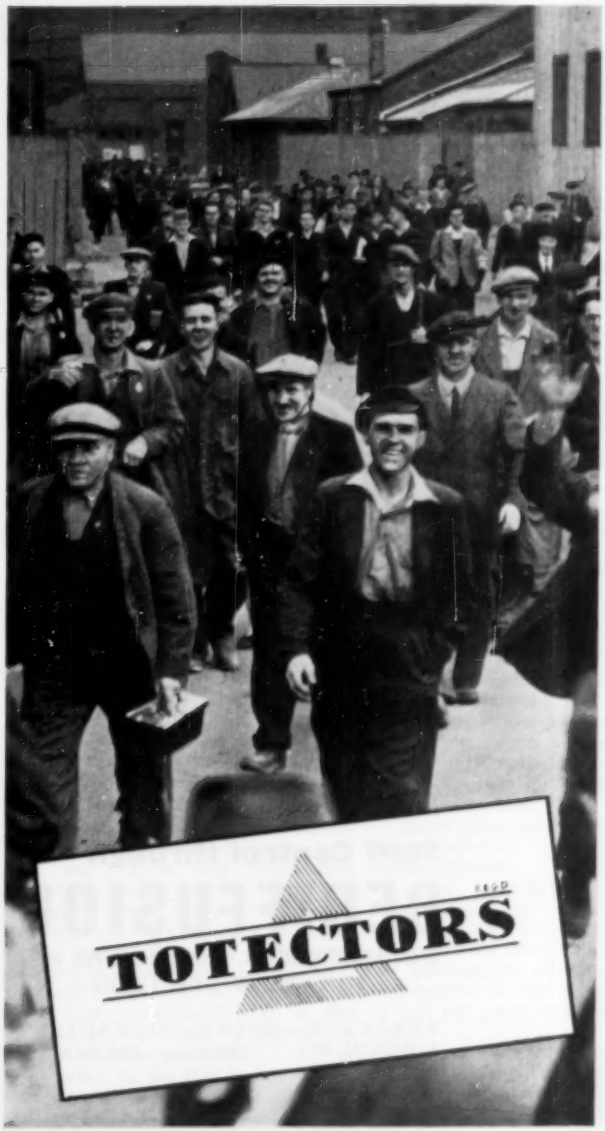
# BLUE BIRD

**SELF-PROPELLED VACUUM SWEEPING MACHINE**

Powered by either a petrol engine or an electric motor the BLUE BIRD travels at a normal walking pace and deposits litter into the front box and sucks away airborne dust into the dust bag. With this machine floors can be swept in a fraction of the time taken by hand sweeping and with an appreciable saving in cost of brooms, brushes, etc.

*Cimex-Fraser Tuson Ltd.*
CRAY AVENUE · ORPINGTON · KENT

# Who foots the bill for foot injuries in the factory?




ASKS MASTER TOTECTOR

The answer is, of course, the employer. For every casualty laid up with foot injury means a loss in man hours and output. Avoid this liability by instituting the use of *TOTECTORS* Safety boots and shoes. Tough yet comfortable in wear, they have a *concealed steel toecap capable of withstanding a dead weight of 3 tons*. Safety and Welfare Officers are invited to apply for full details.

All genuine *TOTECTORS* brand Footwear carries the Registered Trade Mark and "Safety First Tag".

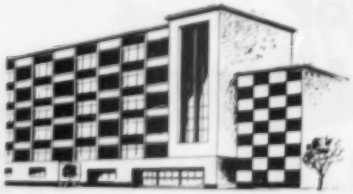
**SAFETY BOOTS AND SHOES**

*Illustrated brochure and price list on request to Dept. PM*

**WILKINS & DENTON LTD**

51-52 WOBURN PLACE, LONDON, W.C.1

## Modern enterprises use



## the latest cleaning methods

Amongst many large undertakings using Columbus-Dixon floor cleaning and maintenance machines are Imperial Chemical Industries, London Airport, The British Museum and Marks & Spencer. They find that an immense maintenance and hygiene problem has been solved by these machines with a saving in manpower and money.

There are Columbus-Dixon machines for every type of floor maintenance job. Seven times faster and cleaner than old-fashioned hand methods, their operation is effortless and easily performed by unskilled labour.

**Write or telephone for leaflet No. 19 which gives details of complete range of floor cleaning and maintenance equipment.**

**THE**

**COLUMBUS-DIXON**

**ORGANISATION**

WEMBLEY · MIDDLESEX *Tel: WEMbley 6000*

***First, finest and foremost for floor cleaning.***

## *Selective*

## *and Collective*

Individuals on tour in the factory and wanted in a hurry are quickly found by Rediffusion Staff Location systems.

Policy announcements and other encouragements, broadcast by a familiar voice, possess the personal touch that makes happy staff relationships.

Enquire how Rediffusion can save time and help to solve labour and production problems in your factory. This entails no obligation, just as its installation entails no capital outlay.

**Staff Control through**

# REDIFFUSION

**STAFF ANNOUNCEMENTS · MUSIC WHILE YOU WORK**
**STAFF LOCATION · TIME SIGNALS**

STRATTON HOUSE, PICCADILLY
LONDON, W.1 Telephone: MAYfair 8886

*One of the Broadcast Relay Service group of companies*

PERSONNEL MANAGEMENT
& INDUSTRIAL EQUIPMENT
SAFETY • HEALTH • WELFARE • CANTEEN

AUTOMATION

# What the Personnel Manager Should Know

*The first impact of automation has become a national talking point. Here, one of Britain's leading authorities on the subject assesses how these new techniques are likely to affect the role of the personnel manager as more and more work processes become 'self-controlling'. People in personnel jobs, he points out, will benefit by a knowledge of the new plant but they will not have to be mechanical geniuses. As at present, the value of their work will lie in the way they cope with the human issues involved; in particular with the break-up of large work groups which may well come about.*

By **FRANK G. WOOLLARD**, M.B.E., M.I.Mech.E., M.I.Prod.E., M.I.A.A., M.S.A.E.

*Who made such an impact on the Conference on The Automatic Factory at Margate last year with his paper "Machines in the Service of Man", now writes for the personnel manager.*

SINCE the end of the Second World War automation has made such tremendous strides that every personnel manager may well ask—"How will these new methods affect my work?" This will involve two other pertinent questions: "What ought I to know about automation?" and "How can I be most effective in dealing with the situation that will arise from the adoption of these new techniques?" It is the purpose of this article to attempt an answer to these questions.

In order to do this it is essential that we should agree a definition for the word "automation", which was originally adopted as a description of apparatus for the automatic movement of work pieces from one machine to the next in line. Now it is applied, often indiscriminately, to practically every process for which automatic methods are used.

There have been many definitions of automation: some, perhaps, are rather obscure. This is because each of the ancillary industries—the mechanical, electrical, pneumatic, hydraulic and electronic—is inclined to regard its contribution as the key to automation, whereas, of course, automation is the whole system. It is not the parts, but the sum of the parts.

The definition that I favour, possibly because it is my own, is that: *Automation is the system and method of making processes automatic by the employment of self-controlling, self-acting means for performing necessary operations.* The word "system" is used because automation is largely a management function which aims at integrating every element involved in production from design and specification to the completion of the end product. In some cases this may include wrapping, packing into containers and despatch and could cover the automatic preparation of packing notes, advice notes and invoices. The word "method" is used to cover the whole *modus operandi* of automation; while the word "process" covers all sorts of operations from mathematical calculations to the manufacture of petroleum products and from accountancy to automatic transfer machinery. *In this definition it is the phrase "self-controlling" that*

## AUTOMATION FOR CARS

Automatic machinery used in the production of cylinder heads at **A.E.C. Limited** of Southall. As the other pictures show, however, the principles of automation can be applied to many industrial activities.

*distinguishes automation from mechanisation.*

I have said in another context that "flow production is born of a marriage of management and mechanism and that management is the dominant partner". This is as true and as important for automation as it is for flow production; automation is, in fact, a logical extension of the flow production technique and demands the same conditions as flow production. Automation covers a very wide range of manufacturing activity embracing liquid, fluid and semi-fluid products. Liquid such as petroleum and chemical products. Fluid which would include preserves, seeds, powders and flours. Semi-fluids like textiles, paper, newsprint, glass and even metals when produced as strip, rod or wire. All of these flow easily.

### *What Is New*

The new thing about automation is its application to the discrete units, the piece-parts that form the components of those end-products that are based on engineering practice. These are the hard, heavy, unyielding objects which would seem to be the least likely to lend themselves to the automation techniques. Nevertheless, it is possible to handle cylinder blocks, gearboxes, rear axles and the like through all the necessary processes without manual aid. It is even possible to make the inspection (and rejection if incorrect) entirely automatic.

Automation, as it is understood in manufacturing establishments, originated in the automobile industry which provides all the essential conditions for the successful operation of these new techniques; and the motor car factories still lead the way. There are, however, increasing signs that all the other mass production industries are on the alert to adopt these new methods, in part, if not as a whole. It may be said that when full flow production has been achieved the concern is ripe for automation. It is not essential for automation to be applied to an entire factory. It is quite feasible to adopt it for one department or even one component; and to add new processes as the situation develops. This has been done in some quite large establishments with marked success.

The key to successful automation lies in a very simple rule; that once the work piece is placed on the machine it is subjected to continuous processing and is not released until, as a finished component, it goes to the assembly line, the packing department or the warehouse to await distribution to retailers.

Much has been said of the possibility of the automatic factory or, as the Americans call it, "ultimate automation". This is certainly a possibility, but it is not just round the corner as one might be led to believe by some of the articles appearing in the lay press. It is the automatic transfer machine, coupled with inter-operation transfer and automatic assembly, which gives rise to these speculations; but it is not a question as to what can be done by engineers, but what is practicable from the economic point of view. There are some fields in which a very considerable saving of labour can be achieved by automation: for instance, the electronic office and the simpler types of manufacture. In the normal manufacturing establishment, however, the saving of labour is not phenomenal, since it would range between ratios of 2:1 to ratios of 6:1.

Therefore, in normal factories it would appear that the installation of automation will not result in much, if any, unemployment for the simple reason that automation is a long-term project. It takes about two years to design, build, equip and install an automatic transfer machine of any size. This time will, in due course, be reduced, but not for a long while and it will always be a lengthy procedure. With such a prospect before them, no board of directors will embark on an extensive automation programme unless there is every prospect of a continuing or an expanding market. Thus it is most likely that the workers

## AUTOMATION FOR CLOTHING

Shown for the first time at this year's B.I.F. was this **Sewmatic** machine which stitches garment parts to a previously unattainable degree of accuracy. No skilled attention is needed, the sewing cycle being put in motion by an operator pressing a button.

## AUTOMATION IN THE LABORATORY

This large **Ferranti** electronic computor has recently been installed in the Amsterdam laboratory of the **Royal Dutch/Shell Group**. It is used to solve all sorts of technical research problems.

displaced by automation will be found other work within the same establishment. There are other factors which will tend to make the effect of automation a problem of deployment rather than of unemployment, but these do not come within the scope of this article.

### *3 Points of Influence*

Having the foregoing in mind, let us see in what way the personnel manager is likely to be affected and how he can make his influence best felt. He will be able to make a contribution in three main directions:—

(1) by advising and helping in the training of workers for their new duties,

(2) by helping operators in changing jobs either within or outside the establishment,

(3) by helping to overcome difficulties arising from changed relationships within the factory.

To do all these things effectively it would be desirable for the personnel manager to have some knowledge of the new types of plant and machines that are going to be installed. It must be remembered that he will be dealing with people who are entering a new and unknown field and he will be in a much better position to allay fears which may be aroused in the minds of the operators if he himself knows what the plant is like and how it will function. It is customary for the machine tool builders to run the machines for a proving period and if the personnel manager could pay a visit during this time he would gain much valuable information to help in his discussions with the people concerned.

Now turning to item (1), that is the training, or re-training, of operators. There is a definite shortage of men with the skills for operating and maintaining this intricate type of plant. There is, in particular, a shortage of men who are able to deal with the control mechanisms, the electrical gear, the electronic circuits and the mechanical devices under which must be included hydraulic and pneumatic contrivances. At present most of these machines with their inter-operation mechanisms are controlled by limit switches, but electronic controls are gaining ground in this area. In addition to the direct control of the machines increasing use will be made of inspection devices which may be electronic or pneumatic (on the Solex principle). Men to look after these devices will be in great demand.

There are three sources from which such men can be recruited: the higher ranks of technologists may come from the universities, but these are likely to be absorbed in designing and building machines; those who operate and maintain them are more likely to be drawn from the technical colleges. The technicians will certainly come from the latter. In these matters the personnel manager with his contacts on both sides will be an effective and responsible adviser. But the technical college will probably not be able to cope with the exceptional number of men required, so it may (it almost certainly will) be necessary for the companies, who install automation, to give training within their own walls. Here, again, the personnel officer can help by arranging for tuition to be given to those able to profit by it.

With reference to item (2), that of helping operators to change jobs within or outside the establishment, it will be appreciated that this is directly in line with the personnel manager's functions. If men are made redundant it will fall to the personnel department to help, in co-operation of course with the local Employment Exchange, to settle them in other factories. If the operatives are being transferred to other departments within the same factory he can help to make the move easy of accomplishment.

In respect of item (3) the personnel officer *can* help to overcome difficulties arising from changed relationships within the establishment and this is most important. We are only just now beginning to understand the emotional content in factory life and to learn how to help those who are exposed to emotional disturbance. We are also beginning to recognise that the men and women employees develop a social system among themselves and, indeed, they often regard, although not very consciously, their work-place as a sort of a club—a sodality. They may not admit this but the fact remains. Now an occasional change of occupation for one or two members in such unacknowledged groups may not appear to have much effect, but the break-up of larger groups, which may be the result of automation, can be more serious and it is in this sphere that the personnel officer can do much to help. He can effect introductions which will ease the immediate impact of the change; he can listen to troubles and difficulties and can sometimes advise the complainant or give a hint to the supervisor, foreman or manager—if this appears desirable. It may, here, be said that quite often supervisors have the most difficult task in achieving adjustment in their new duties arising from a change to automation.

There is no doubt that the personnel manager can exert a most useful and steadying influence at, what may be, a critical time in the history of the company, and it is to be hoped that the directorate and higher management will recognise this and give him every encouragement in his attempt to make the transition period easy for those who are most affected.

**OUR FRONT COVER**

**Many of the processes in oil refining are now completely automatic. Our front cover shows a control room at *Shell's* Stanlow Refinery in Cheshire. Skilled men, however, are still needed to watch the controls.**

# More Ideas on the Well-Rounded Tycoon

## The Role of Culture in Developing Executives

IN the February issue of the Journal we were continuing the discussion on the need for developing executive talent. I said there: "Far-sighted firms are seeing the need to develop executive talent as the most pressing problem raised by the dramatic acceleration of industrial development." Some statistics from the U.S.A. throw an interesting light on this point. The American Management Association has just been holding a conference in Chicago. One of the major themes of conversation there was the need to "step up industry's offensive to lick this problem"—and this in spite of the rapid growth of management training programmes in the U.S.A. during the last 10 years. This expansion is illustrated by figures presented by the A.M.A. to the Conference, showing that in 1955 54 per cent of the companies contacted had systematic executive development courses, while a similar survey made in 1953 showed only 33 per cent of the companies contacted had such programmes; in 1946, when the National Industrial Conference Board of America set out to study the problem, it discovered that "there were not enough such programmes to form the basis for a report".

I do not know of a comparable survey for this country, but the many letters I have received *all* express approval for these courses. The letters reflect, too, an honest feeling amongst the technically-trained that they lack a wide enough background. A most interesting letter from Mr. J. M. Bridges, company personnel manager of *T. Wall & Sons Ltd.*, expresses these thoughts so clearly that I am printing his letter in full. He says:—

I admit to being 15¼ stone in weight, but I would not care to describe myself as "a well-rounded tycoon". I could give, however, a definite "yes" to Discussion Leader's question in February "Do Executives Need a Liberal Education?" This is a personal "yes", and is not made on behalf of executives as a whole, but from what I read, I am not—like Garbo—alone!

Why am I sold on a liberal education? Basically it is because my education has been strictly technological. Not for me the joys of Shakespeare or Ancient Greek, although I seem to remember the appearance of Pi, Sigma and Epsilon with dismal regularity.

Technological training got me into industry, whence by a fairly common pattern of events I graduated to the administrative side of the business and can with some assurance describe myself as an executive.

It is now that I find myself at a disadvantage, or, more properly, that I believe myself to be at a disadvantage. This is no symptom of an educational inferiority complex; far from it. I compare myself favourably with my Arts Grad. colleagues, who say to me, "You're lucky, you understand the factory processes much better than we could ever do. We can be baffled by science any day." On the other hand, I feel that a liberal education gives a man a much broader background against which to put into perspective his relations with other people. These two attitudes are at the root of the matter. The truth is, I think that a blend of technical expertise and the liberal arts is the ideal for the industrial executive. From time to time people who have realised this lay on short courses with a view to jerking "techs" like me out of our groove, but although a lot of effort is made by tutors and organisers, the real effort remains to be made by the individual. It is true that companies in this country send promising top liners to Harvard for three months, where they imbibe liberal draughts of Dale Carnegie and learn engaging tricks like interviewing your wife when you are applying for an executive job. Henley, too, provides the kind of "away from it all" exercise which can give a useful leg-up to the man heading towards the Board Room.

### *A Sabbatical Year?*

I have yet to hear, however, of a company in this country offering a sabbatical year of education in the liberal arts to the young executive, which is just what the *Bell Telephone Company* of America is doing at the University of Pennsylvania. I quote a few lines from a handout of the U.S. Office of Information: "Business leadership is getting harder. A generation ago it called for knowing the business, to-day it calls for knowing mankind. Since humanity is dynamic, to-morrow the job will be even more demanding."

That makes sense to me and as a confirmed "tech" I ponder over the equation, 15 years' experience in industry controlling personnel = 4 years' University education in the liberal arts. Frankly, I do not think it is a real equation, any more than I believe that 15 years in the lab. makes you a qualified scientist. There must be hundreds of executives like myself whose chances of a sabbatical year are remote, and with family responsibilities view the prospect of a return to night school with a certain amount of disfavour. I believe a lot can be done by private reading, and, recalling the U.S. Information Office article, I have made a serious attempt to get started on the book list of 54 which is generously provided at the end of it. It is going to be a big job wading through them all. Some of the titles are forbidding, even with the encouragement of having attended recently a speed reading course, but already I have knocked three off the list and am now in possession of several curious facts of which I was previously ignorant.

For instance, although I knew before what an Oedipus Complex was, I was unaware of its origin in the Theban Plays of Sophocles. Just how I am going to apply this nugget of information to my job I am, as yet, quite unable to say but the book list stretches before me, a challenge to my perseverance, a potential source of mental indigestion and a delightful delusion that I may be able to improve my liberal education.

If I stay the course and read the last resounding volume, "A Portable Medieval

Reader", I wonder if I shall be tempted to turn back the years and open up my long unused copy of "Tutorial Statics and Dynamics" for a bit of light relief?

## 'BONING UP WITH BEETHOVEN'

### *Art for Management's Sake*

PERHAPS, Mr. Bridges, if "Tutorial Statics and Dynamics" do not provide the hoped for light relief, you might join the executives from *Bell Telephone Company* in the course you mention when, as the "Wall Street Journal", in an article describing the experiment, succinctly expresses it, they start "boning up with Beethoven"! Other subjects on this 10-month course are equally remote from technology. They include history, world art, analytical reading, comparative literature, economic history and thought, and a detailed study of James Joyce's "Ulysses". The president of this company believes this will help his executives to "increase their stature" as men and so be better managers. Such a course is designed to help people to become more capable of making mature and balanced judgments; it is designed in part to give them an opportunity to re-examine and, if necessary, change some of their own attitudes.

I feel, myself, that it constitutes a serious criticism of the basic schooling system if firms find they have to devote quite so much time to this broadening process. It should only be one aspect of the programme—the other being the teaching of the skills and techniques required by a leader of men. The skills and art of management is a subject in its own right. To possess a skill is to possess more than knowledge; it is to have the "know how" or the practical ability to perform a task well. A skill develops through doing. Some courses for managers in this country recognise this point. The students practise the skills of communication, interviewing, chairmanship, the application of discipline —to mention just a few aspects—in a class room situation.

Mr. Alan Bird of *Price Brothers & Co. Ltd.*, Wellington, Somerset, admirably sums up our discussion on management courses when he says:—

Can men be trained in the wider humanities of management? Can a dog be trained to refrain from biting? We may muzzle the dog, and that will effectively stop him from opening his mouth when it should be closed, but have we changed his attitude? We may train men in social skills and though they may acquire a superficial understanding of how to handle others, yet their attitudes may remain more expressive than their vocal chords. A genuine love for humanity and the sincerity and honesty that go with it cannot be taught, only caught!

Just as there is a great deal of truth in the saying that leaders are born and not made, yet born leaders can be made more effective by training. There is another truism that to understand all is to forgive all and when we can see beyond the immediate situation to the real needs of those with whom we deal, then we are at the beginning of wisdom. If there exists in a manager this quality of understanding, then training, by those who possess it, will help them develop it to an even greater degree.

An anecdote about a foreman's discussion group, which illustrates Mr. Bird's point, has always amused me. Apparently each foreman was asked by the group leader to praise a member of his staff before the next meeting of the group. (Saying the right word of praise at the right moment tends to be one of the forgotten social skills in British culture.) One particularly taciturn foreman left this distasteful task until the very last moment. Then in desperation he approached one of his best and most trustworthy workers and said how much he appreciated the work he had done. Then, seeking to change this embarrassing conversation, he added: "Oh and by the way, how's your wife?" The workman looked very astonished and replied: "Why, she's all right, but what's the matter with you?"

This problem of developing executive skills is the more pressing because the ratio of the number of managers to the number of workers is becoming progressively larger. Figures from the United States show, for example, that in one company one supervisor used to look after fifteen workers, then twelve, while to-day the ratio is eight to one. A recent article in the "Financial Times" suggests that the acceleration of this downward trend would benefit British industry and that modern managements should make "more management" one of their chief concerns. Has anyone any information on this point?

**DISCUSSION LEADER**

## More Books or More Management?

**It constitutes a serious criticism of the basic schooling system, says Discussion Leader, if firms have to devote a lot of time to instilling culture. The art of management is to have the practical ability to do a task well and there should be more of this "know how" in British industry.**

**Do you agree with this assertion, or can you provide information on the points raised? Your views on this fascinating and important topic are particularly welcome and a guinea will be paid for each letter published.**

## *Measuring Personnel Management Costs*

AN interesting paper on the cost of personnel management was delivered by Mr. R. T. Chapman, personnel manager, *Baker Perkins Ltd.*, to the B.I.M. Management Accountancy Conference held at Bournemouth a few weeks ago. For the first time in our industrial history, Mr. Chapman said, personnel management had been developing at a rate which had previously been more the characteristic of the other functions, design, manufacturer, distribution and so on.

This broad picture of the road from the dark Satanic mills of Blake to the future of the twentieth century was indeed costly but there should be handsome returns on the other side of the balance sheet. It might be, said Mr. Chapman, that the question is often not whether a given firm can afford the cost of good personnel management, welfare and training, but whether it could afford not to have them.

Mr. Chapman also stressed the importance of defining who was responsible for the various activities termed "employee services", and to plan and control the cost of those activities. Too often, the costs of "personnel, welfare and training" were scattered through the books and rarely grouped under one heading in the accounts. When an investigation of overheads was required, the production of figures of total costs might well come as a shock to the Board. The following three principles had to be observed in any type of cost control:

1. The responsibilities of each executive must be defined so that he is held accountable only for the expenditure under his control.
2. The setting of budgetary yardsticks to control expenditure and here the executive's opinion must be allowed due weight.
3. The provision by the Accounts Department of regular returns, say at monthly intervals, showing actual expenditures against targets.

*General view of the company's main office block at Liverpool in which the School of Electronics is housed. Situated in the main works it enables students to be given practical as well as theoretical training.*

*Mr. W. A. Turner, the School's Principal : "Industry must play its part by providing the specialised facilities such as we have in our School."*

**"Personnel Management" Picture Story**

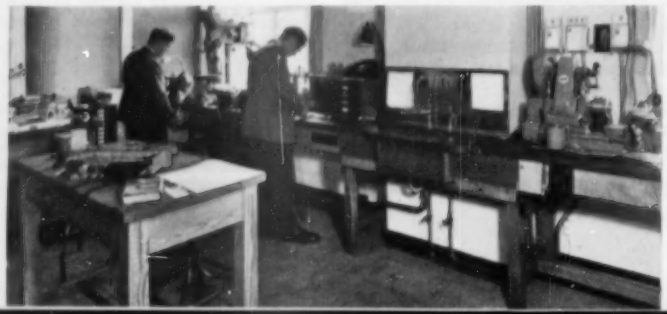
# A "Train Them Yourself" Scheme for Technologists

**Here is a pictorial account of how one firm is building up a reserve of highly skilled manpower. Official recognition of the need for top technologists in industry may now have been expressed, but the wise company will still rely on its own initiative. And what this organisation is doing is an example to all.**

HOW to provide the ever-increasing numbers of scientists and engineers needed if Britain is to compete successfully with other nations is now fortunately an issue that is winning national interest. In recent months Government spokesmen, industrialists and educationists have rightly drawn attention to the widening gap between this country's annual output of skilled men and, for example, that of Russia and the United States.

While it is true that all sorts of official and semi-official schemes are envisaged to right this state of affairs, it is also true that in the early stages at least the major effort must come from industry itself. And where schemes, such as the one featured on these pages, are started management is to be congratulated for taking an exemplary initiative.

Realising that the growing use of electronics in telecommunication engineering has created an urgent need for engineers trained in this highly specialised field, *The Automatic Telephone & Electric Co. Ltd.* has established its own School of Electronics. The firm has for many years operated student training schemes for graduates though, as long as telecommunication techniques were based solely on the general laws of electrical engineering and transmission, the graduate's theoretical knowledge was (theoretically speaking) adequate. With the ever-growing application of electronic devices and principles, this is no longer the case; and the firm felt it was essential to set up a post-graduate school that could give their young technical men a fundamental knowledge of the latest electronic techniques. With this knowledge these men can face the future with



*Part of the School's workshop.*

confidence no matter what changes take place in the world of communication.

As the term "post-graduate school" implies, there is no attempt to duplicate the work of universities and technical colleges, and in no sense does the School compete with these establishments. Rather is it dependent on them for obtaining the right type of student, with the best basic knowledge of electrical engineering and associated subjects.

The School is situated immediately next to the manufacturing and research departments at the company's main Liverpool works. It is equipped with some of the most advanced apparatus available and, in addition to modern laboratories and lecture rooms, there is a well-equipped workshop and a spacious study designed to meet the special needs of students. At present the School can accommodate 30 students and is being run on similar lines to a university, though during training students are paid a salary and form part of the company's staff with all the associated privileges.

Initially there are two types of courses—one lasting three months and the other an academic year. The short course is intended for the candidate with such qualifications as will enable him to obtain exemption from Parts I, II, III of the Institution of Electrical Engineers examination, or for one with a degree or equivalent qualification in electrical engineering, mathematics or physics who can satisfy the Principal that his knowledge of electronics and telecommunications is adequate. There is no rigid syllabus for this type of course since it is planned to meet the needs both of the students and of the company.

The long course is designed for students qualified in electrical engineering up to exemption standard for Parts I and II of the Institution of Electrical Engineers examination, or who hold a degree or equivalent qualification in mathematics or physics. For students who can obtain exemption from Parts I and II, this course has been recognised by the Institution as one in preparation for their Part III examination.

One final point. As the School is situated in the company's main works, it is pointed out that students will thus be able to get to know the practical side of their career right from the outset and will be able to keep abreast with the latest products and systems now being developed.

*A student uses a microwave standing wave indicator during calculations in the Measurements Laboratory.*

*The study room. At present the school can take 30 students and is run on the same lines as a university but with this difference—the firm's "undergraduates" are paid a salary and enjoy all staff privileges.*

*One of the lecture rooms. The syllabus includes special tuition in the part played by electronics in modern communications.*

# Management News & Ideas

## How To Cut Down Reading

THE spate of written matter which constantly fills management's in-trays is a serious problem. "Reading maketh a full man", wrote Bacon, but mental indigestion can follow the weekly banquets of the technical and commercial press.

What is the answer? One escape is to read only that which is immediately of interest and to leave it to specialist organisations to garner and store the weekly harvest. As a problem arises then, by return of post the most recent articles and publications can be obtained from the relevant information department.

A note in the press concerning the wide range of the 4,000 queries dealt with by the Industrial Welfare Society's Information Department last year has raised considerable interest. Several letters have been received asking which were the main fields covered by these enquiries. An analysis has shown the following results:

| | | |
|---|---|---|
| Human and Industrial Relations, Joint Consultation and Communications | | 6% |
| Personnel Department, Layout, Records, Policies, etc. | | 5% |
| Works Rules, Conditions of Service and Discipline— | | |
| Wages | 5% | |
| Holidays | 3% | |
| Handbooks | 4% | |
| Others | 6% | |
| | | 18% |
| Training | | 8% |
| Work Study and Job Evaluation | | 4% |
| Employee Benefits— | | |
| Pensions | 4% | |
| Sick Schemes | 4% | |
| Sports Clubs | 4% | |
| Housing | 1% | |
| Suggestion Schemes | 2% | |
| Others | 5% | |
| | | 20% |
| Working Conditions | | 6% |
| Cloakrooms | | 5% |
| Accident Prevention | | 3% |
| Protective Clothing | | 5% |
| Medical | | 9% |
| Supervisory and Management Techniques | | 2% |
| Publications | | 4% |
| Other Organisations | | 3% |
| Miscellaneous | | 2% |
| | | 100% |

It should not be taken that these indicate the main problems in the minds of management on the personnel side since certain fields are covered by other organisations. It is noteworthy, however, that a steadily increasing number of enquiries on matters to do with communications within the firm has been received during the year. (**Industrial Welfare.**)

## *Executive Skill the Top Priority*

ONE of the projects on which the footwear industry is doing extensive research at its centre at Kettering is a study of methods of raising productivity. Productivity investigations have led Mr. F. G. Bailey, head of the industrial department at the centre, to the conclusion that the biggest single factor in efficient production is the personal skill of management. It is more important, he believes, than either the traditional skill of the operative or the use of up-to-date machinery.

Modern machines can produce from 25 to 50 per cent more than older types, but some factories are doing ten times as much work as others using identical machinery. The National Union of Boot and Shoe Operatives is working in close co-operation with the employers in promoting time and motion study to eliminate bottlenecks in production and in training schemes for women workers who are able to undertake piece and day work processes in seven weeks, which formerly they did not do until they had been in the industry for at least three years.

Bad factory lay-out in many instances has been transformed at little capital cost to raise production without any attempt being made to produce long and monotonous lines of machines which destroy the intimate atmosphere of group working.

## Transfer Scholarships

SCHOOL children who have specialised in the humanities and who wish to study science subjects at universities will now be eligible for a new kind of scholarship which is being endowed by *Imperial Chemical Industries Ltd.* Roughly fifty scholarships a year will be provided for the next few years and they will be called "*I.C.I.* Transfer Scholarships".

The company believes that these scholarships will "help to resolve one of the major problems of present-day Britain—the training of greatly increased numbers of scientists and technologists". They will be tenable at Imperial College, London, King's College, Durham University, Cambridge, Oxford and Liverpool universities.

## *A Whole Factory "Pleads Guilty"*

A SUMMONS was served on the entire directorate, staff and employees—totalling over 2,000—of the Sheffield factory of *Batchelors Peas, Ltd.*, recently. It was delivered by a policeman and the allegation was waste. But it was all part of a scheme of Lt.-Col. Maurice W. Batchelor, the chairman of the company, to impress on all concerned the need to cut down waste. The policeman was, of course, "imitation", and Col. Batchelor included himself in the charge.

Opening a fortnight's new-style exhibition in the factory illustrating how small wastages increase to large proportions in big-scale production, Col. Batchelor said: "We are all guilty of the crime of waste. We talk and deal in millions of labels, peas, cartons and so on, and perhaps it does not seem wrong to waste a few now and then. But it is wrong, very wrong, and we cannot be complacent. By reducing or eliminating waste we all benefit—management and employees alike."

An example given in the exhibition was: "A wastage of only 10 cans per line per day costs over the year the same as a pair of nylons for nearly 2,000 girls."

Competitions are being run during the campaign. A prize is offered each day for the best suggestion for reducing wastage and prizes of £10, £5 and £3 will be given at the end of the fortnight for the three top suggestions.

A scene from the anti-waste exhibition.

## Office Rhythm

"MUSIC While You Work" is common in the factory, but something of a novelty in the office. Nevertheless, a number of American firms have proved at least to their own satisfaction that an intelligent use of "functional" background music improves clerical efficiency. Here are some actual experiences:

In a development company the playing of background music led to a "sizable reduction" in absenteeism and staff turnover.

In an insurance company it reduced the number of requests for transfers from one department to another.

In another insurance company it was found to have an "appreciable value" in reducing idle conversation between clerks.

In the building department of a public utility, it was revealed as a valuable recruiting aid.

In the punched card section of a government department it was responsible for an increase of more than five per cent in the operators' output. (**Business,** 5/56.)

## Small Savings Mount

STANDARDISATION of electrical terminals used in vehicle production, which has just been completed by *Joseph Lucas Ltd.* has enabled car manufacturers to cut by 20 minutes the time taken to assemble each car. It is by an aggregation of such small savings, as well as by automation, that some of the manufacturers are now managing to produce as many vehicles in four days as were turned out in five last year.

The *Lucas* standardisation scheme was described by the firm's design manager at a conference on standardisation and simplification in Birmingham recently. Mr. John Hurd, managing director of a furniture factory, said that as a result of standardisation and simplification of components, each of his firm's employees now produced goods worth £252 for each £100 in 1949. Turnover, related to factory floor space, had risen more than fourfold.

## A Training Precedent?

A WEEK-END conference specially for chargehands was staged at Clacton by *Woods of Colchester*, the fan manufacturers, during April 20 to 22. The purpose of the conference was to give men in this grade a clearer and broader picture of how the company operates as a whole. Thirty chargehands attended and were given a packed programme including film strips and talks by senior executives on such subjects as the handling of orders and the company's wages organisation. The Bishop of Colchester also spoke, however, and his theme was The Use of Leisure. *Woods* claim that this perhaps sets a precedent in factory training, certainly in East Anglia.

# HOUSE MAGAZINE DIGEST . . .

*Other Firms' News And Views*

### *Youth Gets a Hearing*

Joint consultation, in one form or another, has existed amongst young people on the Works since 1948. During that year a Youth Safety Committee was formed in an effort to reduce the very high figure of 40 lost-time accidents to youths. On this Committee were youth representatives from each department, together with the Safety and Education Officers. . . . At a recent meeting a "Taking Stock" session was introduced and from the points raised at this and other meetings, it is fair to state that this Council is now satisfying a real need amongst young people by:

(*a*) Keeping them informed about what is taking place on the plant.
(*b*) Providing a place where their ideas can be expressed.
(*c*) Training young people to act responsibly and to tolerate other people's viewpoints.
(*d*) Training young people in committee procedure.

(**Phoenix Gazette: Steel, Peech & Tozer.**)

### *Beyond the Pay Packet*

Here in this valley, steel is the lifeblood of the community. But any community needs more than just a Works—however large and important that Works may be—to enable its members to lead a full life.

We believe—and this hall and the adjacent buildings are a practical expression of this conviction—that our duty to those who work for the company does not end in the timekeeper's office.

When an individual's well-being is so intimately linked with the well-being of an enterprise—as indeed it is at Ebbw Vale—then our responsibility must obviously go beyond the limits of the pay packet.

The Club and Institute is part of what I hope will be the social centre for the community—and this hall will be the heart of that social centre. (**Ingot News.**)

### *Hidden Causes*

What makes it tantalising for a District Manager or Deputy District Manager, is that the real cause of labour turnover is generally hidden, making it difficult to tackle.

Tackle it we must. To reduce the rate to a minimum the whole intricate problem of personal relations has to be reviewed, and the real cause of the emotional discontent, which is often the real cause for leaving, found amongst the material complaints which may exist.

Few people leave their jobs when they are happy in them, when they are made to feel "at home". Their work must be appreciated, and they must feel that they are not just a cog in the wheel of a machine created for promoting higher turnover figures.

Our aim surely must be to create the happy friendly atmosphere necessary to grow roots. Everybody wants to be liked as a person, and have her work noticed. All of us in management must do all we can to convince the staff, and particularly new members, that they "belong" to the firm, that they are members of a team and partners in a joint enterprise. (**Sketchley Sales News.**)

### *Living Nearby*

Those of us who have been at Thorncliffe a long time may not have noticed another change which has been going on for more than 10 years, which is to encourage our managers to live near the people they work with. I wonder how many realise that more than a hundred and ten managers in this company (without counting the many foremen, who are so important) now live in this district? That also is a very unusual thing for a big firm today. (**Thorncliffe News.**)

### *One Way of Putting It*

Assuming the roadway to be constantly 25 ft. wide, our annual output of all types of leather would completely cover the width of the road from Hull to York. It will probably interest Association Football fans to know that our annual output would more than cover all 44 football pitches in the First and Second Divisions of the English League. (**Unity.**)

### *Suggestions Meet Competition*

Mr. Collier emphasised the value which the firm attached to the Suggestion Scheme. "If I have made my additions correctly", he said, "there are more than eighty names appearing on the list of prize-winners." That, he said, indicated a great contribution to the efficiency and comfort of the factory, and showed that the Suggestion Scheme continued to flourish. He admitted that it was becoming more difficult to offer a successful suggestion, in view of the work done by the Job Study Department, pre-consultation, and the increase in the number of engineers, who gave careful consideration to new layouts before production was started. The type of suggestion resulting from knowledge gained by experience was of particular value to the firm. (**Bournville Works Magazine.**)

Rear view of the *Solartron* factory at Thames Ditton. The building overlooks the river and was in earlier times a club for the "smart set".

**This is an account of a successful venture in industrial relations based not on lavish welfare expenditure but on a real attempt by management to understand human needs. The firm concerned was founded only five years ago but has been growing rapidly ever since. The following pages tell how, despite this growth, the workpeople are still treated as individuals and how the initial enthusiasm has been retained.**

# How A Small Firm Built Up Group Morale From Scratch

By ROBERT McKINNON

QUITE a number of firms formed since the war in a period of fierce competition for labour have tried to introduce something new in the way of personnel relations. For a number of reasons, not the least of them scepticism or suspicion among the workpeople, these good intentions have often proved unworkable and managements have reverted to established policies. One firm, however, where new ideas have certainly been justified by results is the *Solartron Electronic Group Limited* of Thames Ditton, Surrey. Here, the management believe they have found the key to good relations with their workpeople; and although they are the first to admit that the key is still rough-fashioned, it has opened the way through many human barriers met within industry.

What makes the *Solartron* experience of special interest is that their personnel policy has succeeded without any lavish spending on the material side of welfare. Being a young and rapidly expanding firm most of their profits have had to be ploughed back. True, wages are good and are backed by merit-rating and incentive schemes, but the personnel policy hinges chiefly on a real attempt by the management to understand basic human needs.

Although their staff has been doubling every year *Solartron* are still a relatively small firm. At the end of last year the total number of people in the four companies that make up the group was 500 (350 men and 150 women) nearly all of whom possessed some degree of skill ranging from semi-skilled girl operatives on assembly work to very highly qualified engineers. In June, 1951, when the firm began operations, the staff numbered only 18.

From the very beginning *Solartron* have tried to build up a personnel policy on the following three corner stones:—

1. To help their workers get a real satisfaction from life—partly from their jobs, partly because they feel they are wanted and partly from helping them to understand themselves. That every worker should be treated as an individual must not remain a vague, humanitarian cliché: there must be practical measures to this end.
2. To build up an *effective team* with a high standard of performance as distinct from a collection of efficient individuals.
3. To provide a framework in which all are able to earn higher rates of pay through their own efforts.

Also from the very beginning *Solartron* were aware of the possible pitfalls any one of which could have thwarted the practical execution of this policy. It is one thing, for instance, to have initial enthusiasm when a business is being launched: it is quite another to retain and develop this spirit once the firm is established and growing apace. Second, it is not the easiest of tasks to imbue new blood

from other firms with new ideas and values, especially when the workers in question may long since have been conditioned to a master-servant philosophy muted by paternalism. Third, when the number of workpeople is doubling every year so that at any given time nearly one-third of the staff has been with the firm less than six months, even with the best will in the world it is hard to pay great attention to the individual needs and problems of every member.

And the firm found that difficulties did in fact crop up. Chief among these was (as anticipated) the fact that

Personnel director, Mr. Bowman Scott : "We aim for good factory manners."

men taken on from what *Solartron* calls "more conventional" firms thought their new company was being soft or that there must be a catch somewhere. That is why the firm's handbook makes the point strongly that "*Solartron* is not a philanthropic organisation and our approach does not mean that we will try to molly-coddle everyone. We aim rather at a crisp, refreshing atmosphere of achievement in which you know where you stand, but with the knowledge that all aspects such as your ability, your personality, and even your home problems, are taken into account."

What, then, are the practical measures taken by the company to translate these high-sounding intangibles into working realities?

It is first necessary to sketch the set-up of the Group which is an independent organisation controlled by a young team of directors who have, nevertheless, a wide range of experience and who, therefore, have complete freedom and confidence in pursuing an enlightened policy. (This policy, by the way, is based on the accumulated practical results experienced by a number of leading companies throughout the world.) Of the four companies making up the Group, one is given over to research and development, two are concerned with mechanical and electronic production and assembly, while the fourth provides services which enable the other companies to work effectively. These services, which include sales, accounts, maintenance, organisation and methods and the personnel department, make it easier for the managing directors of the first three companies to free themselves of much administrative detail and give attention to the creative work of building up a good team spirit and high level of morale and productivity.

This is in keeping with the firm's idea that their companies should be a group of closely knit communities, but that the human relations side be conducted as far as possible through the line organisation. The central personnel department much prefers to keep out of the limelight and concerns itself more with day-to-day administration and quietly helping executives to develop their own skill in resolving human problems as they occur within their departments. For instance, if someone has a grievance, the following procedure operates. First, the man reports his grievance to the person to whom he is responsible. If he does not get satisfaction, his next step is to report it to his works council representative who will discuss it with the department manager. He, in turn, may seek the advice of the personnel officer, *whose status is purely advisory*. This arrangement is intended to help bring out the "facts" of the case and to create an atmosphere in which the different points of view are respected and understood. If the grievance is not solved at this stage, assistance may then be sought from the managing director of the company concerned.

## *No 'Accent' Barriers*

More positively, *Solartron* try to build up good feeling in the works by insisting that the natural courtesies of life are extended to everyone. They do everything possible to see that artificial barriers such as may stem from differences of class and accent, receive little recognition.

"In short," Mr. Bowman Scott, the personnel director, told me, "we aim for good factory manners. We believe, too, that you cannot always separate a person's home life from his factory life. Problems in one affect the other. That is not to say that we try to pry into an employee's domestic problems, but we try to create a climate here in which he is not reluctant to talk about them and seek help and advice when he feels the need for it."

The company also try to build up teams which vary in form so as to make the best possible use of the individual. That being the case, it is made clear to newcomers that changes are made from time to time in the arrangement of groups of people in an attempt to find the most satisfactory team. On arrival, however,

View of one of the main assembly workshops. All the girls wear brightly patterned overalls.

A news board is kept to let employees see just what is being said about the firm in the national, local and technical Press.

newcomers are first introduced to the person to whom they will be primarily responsible. They are told that in practice there will be a number of people with whom they may need to co-operate, but if any conflict of interest arises, it should be referred to their immediate supervisor.

In turn supervisors are asked to back up their subordinates in the presence of others even though it may be necessary to criticise their decisions later in private. Members of higher management, too, observe this policy of backing each other up: in particular, when passing information or instructions, they are expected never to by-pass any individual who may be responsible, lest that person gets a feeling of insecurity through not knowing completely what is going on in the area of activity for which he is responsible. At the same time free discussion of all aspects of company affairs from research to sales is encouraged at all levels and in a well-informed atmosphere, arbitrary action by management is decreasing. Every effort is in fact made to remove fear of criticism and "loss of face" and to stimulate fair and uninhibited comment from all members of the staff.

With regard to promotion it is the firm's policy to fill as many jobs as possible from inside. Thus, a person who is in line for promotion is advised that it is a good thing to have someone already trained to take over his or her existing job. Where two or three people are already trained, each is given the chance of showing his ability. To assist every member of the staff to improve his other skills, the company is generous in the matter of time off for study courses and pays all fees and books for persons who are willing to study.

The *Solartron* approach to the question of authority is best explained in their own words:—

"We believe that authority is earned by a leader rather than given to him. This applies just as much to individuals as to those who are supervising the work of others; those who earn the confidence of others will quickly find they receive authority from above and below to make their own decisions and to implement them effectively.

"Authority earned in this manner leads to much closer teamwork with individuals supporting each other closely at all times and having greater pride and satisfaction within the working group. The man who has earned authority can hold his head high amongst those with whom he works—because they want him to."

## *Self-Policing*

The question of discipline stems naturally from that of authority. This, it is believed, can best be maintained *by force of the opinion* of all members of the Group. Standards of behaviour and performance should be recognised and accepted because all concerned agree that these are just and necessary. That is why the personnel officer plays an essentially advisory role in these matters.

Earlier in this article the procedure for dealing with a worker's grievance was described. What, then, is the procedure when the management feels that it has a "grievance" against a worker—in other words, when an individual's performance is unsatisfactory. First, it should be stressed that the management regard such cases as a failure in selection and set out to right what they consider is their own mistake.

To begin with, they consider what help or training can be given to the unsatisfactory employee so that the latter can settle down and give a good performance. If this is unsuccessful, rehabilitation is arranged with the personnel officer who keeps his eye on the number and types of vacancies within the whole Group. To implement this policy, the following procedure has been adopted.

*Stage* 1

(*a*) Any person whose performance is unsatisfactory is first told by his immediate superior of any shortcomings and given advice, training or other help in overcoming these. This review may take place one week or one month after joining, or at the six-monthly review.

(*b*) After a reasonable period (say, between one to four weeks) the person is told of the progress achieved in overcoming these faults.

(*c*) If progress is being made, further guidance and review is arranged.

*Stage* 2

If, however, progress has not been good enough, the matter is discussed between the personnel officer and the managing director of the company concerned. If the person has good potential ability but finds it hard to settle down with the others in his section, an effort is made to place him in another section of the works. Where, however, it is decided that the person is not likely to do better elsewhere in the Group, clear warning is given that, unless a certain standard is achieved within a certain specified time, notice of termination of employment will be given.

However, it is an important duty of the *Solartron* personnel officer to help such people find jobs elsewhere to which they are much more suited.

Finally, there is the firm's merit-rating scheme based on the management's philosophy that, as the abilities of people vary, so their contributions to the Group vary, and although each

(*Continued on page 608*)

# Good Documentation Will Help Your Health and Safety Policies

By WILLIAM DURHAM, M.A.

**Accurate medical and accident records can be of real value to the personnel manager in reallocating an employee to more suitable work or in assessing his general worth to the firm. Such records, moreover, will indicate where further health and safety measures are needed. This third article of the series tells how such documentation can be built up and maintained.**

EVER since the Industrial Injuries Act gave £1 a week bonus for getting hurt at work rather than at home, difficulties have arisen over cases of hernia, sepsis, and other injuries. If there is doubt about the origin of the injury, the employee may lose the extra payment, but once it is admitted to have happened at the factory, a common law claim may later be brought against the firm. Considerable time can be spent investigating these accidents, and intense ill-feeling can be caused.

In fairness to both sides, therefore, accurate medical records are important whether in a small firm with a single first-aid man or the larger organisation with an extensive medical set-up; and the basis is the medical day book.

In it are recorded the name of the patient, the nature of the complaint, the treatment given and a note whether he is asked to attend for further treatment. Records of further treatment can also be noted in it. Injuries can be entered in red, illnesses in black.

Such a book has proved invaluable in factories where disputes have arisen over the source of a chronic conjunctivitis. They have given clues to the existence of hidden dangers in process departments. They have thrown up the high incidence in one section of small cuts, any one of which, if neglected, might have gone septic. Skin rashes and headaches are further indications to be followed up. This is a matter of routine in the well organised medical section or personnel department; but in other factories these vital clues which may help to avoid more serious accidents or illnesses are often not recorded. Even if they are noted by the first-aid man they are not always reviewed conscientiously by the harassed executive who is responsible. They may not even reach him.

Blackened pages of accident reports often clutter up first-aid boxes. They form a standing invitation to the first-aider to take it easy and ignore the vital recording of his activities.

The design of the hospital day book or the first-aider's pad can help here. The day book should be signed daily by whoever is responsible for accident prevention. Where a pad is used it should be in duplicate and the torn-off page should be routed to the executive in charge. Attention to the minor accidents can certainly help to reduce the number of major ones.

Summaries of the day book, with departmental breakdowns indicating any significant trends, can be the subject of weekly, quarterly, or annual reports from the medical department to management.

## *Reporting Accidents*

When an accident appears at all likely to cause lost time, it will become necessary for several executives to be informed and for action to be taken. The firm's insurance company may have to be informed, and the statutory form 43 must be sent to the Factory Inspector if more than three days are lost. Some sort of accident report form is, therefore, required for the supervisor to complete. This can include accidents to plant as well as to personnel and routed accordingly so that all concerned are informed and the necessary action taken. The Accident Prevention Committee will receive these reports in due course.

The accuracy of all medical records is vital, and consideration may well be given to the graphic method where written description is liable to be difficult or lengthy. Rubber stamps depicting the eye, the hand (front and back), the foot, etc., are used, and a mark can be made on them to indicate the exact location of the injury. They are a considerable time saver and can be especially helpful to the first-aider.

Individual record cards for employees maintained in the Medical Department are of a confidential nature. On it are posted the salient features of the original medical examination, a record of every service rendered to the employee by the medical department and of sickness absence as taken from sick notes. This accumulated list of injuries and illnesses can show up those who are accident prone or whose health is poor. Such information can be of real value to a personnel manager in re-allocating an employee to more suitable work, or in assessing his general worth to the firm. The card would normally be reviewed when promotion, transfer, or redundancy is under consideration.

Medical examination reports are used by the firm's medical adviser when comprehensive medical examination is required. They list the medical history of the employee, and record the present condition of the various parts of the body, indicating any defects or deformities. There is a considerable variation in these from firm to firm, but most of them are far more detailed than the statutory form 71 covering the examination of young persons by the examining surgeon.

Practice varies in different parts of the country about the ease with which information can be obtained from the hospital to which the nurse or doctor has sent the more serious cases. Usually personal contact is made with the casualty department. One hospital introduced a system some time

## Six Health and Safety Check Points

1. *Keep a medical day book: injuries in red, illnesses in black.*
2. *Have the day book signed daily by the person responsible.*
3. *Summarise its contents regularly to reveal health and safety trends.*
4. *Design an accident report form for use by supervisors.*
5. *Leave ample space for medical details on individual record cards.*
6. *If possible, maintain an up-to-date analysis of the reasons for absence.*

ago whereby a printed card giving the name and address of the firm with brief details of the nature of the injury accompanies the patient to hospital. The card is stamped if the firm want the hospital to return it through the post.

An analysis of sickness absence is maintained at some firms broken down according to the type of illness or accident causing it. It is not easy to justify this in a commercial undertaking however interesting the sociological results may be of the statistics which arise.

Some large firms have, however, been able to collect information about the health of groups of workers within their organisation in order to find out whether particular conditions or methods of work have any ill-effects on health.

Furthermore, unless progressive firms are prepared to collect detailed information, then the data which is so essential to research into problems of industrial health will not be available. This matter is fully discussed in the Industrial Health Research Board's Report No. 85. Sample forms are included and a system of illness classification suggested.

To maintain the statutory record of registered disabled workers needs no elaborate forms. Some effort to keep the number above the scheduled 3 per cent is worth while, however, and an active medical department will be able to discover personnel who could well be registered.

### *Raw Material of Absence*

Absence statistics will be dealt with more fully in a later article. The recording of it is dealt with in many different ways. The raw material of absence is taken either from clock cards, or from departmental lists, the former method being the more accurate and probably the more convenient. Information on lateness can also be taken from the clock card, or can be obtained from the gatekeeper. There is something to be said for the less formal system in the case of lateness, since the total time lost this way is in fact quite small when compared with absence, and the results of it are not nearly so dire as is often thought. Since much of it is due to a small number of regular offenders whom any observant gatekeeper can name, there is little point in arranging for a considerable administrative machine to discover them.

Even for absence there are many companies whose pay roll sheets each week would give all the information that is required to cover the individual or the whole strength. Sometimes, however, overtime hours cannot easily be separated from it.

If it is found necessary to keep separate records for absence, then there is much to favour the standard form suggested by the B.I.M. pamphlet "Absence From Work." The material thus gained would then be directly comparable with other firms. The individual record card shows the hours lost each day through absence. Minutes late can also be noted in red if desired. A simple code indicates the causes of absence:—

S = sick.

NP = absence without permission.

P = absence with permission.

A = accident.

To make sure that absentees report to their supervisor or the works hospital before resuming work, some firms have a special card which is substituted for the absentee's clock card. The employee on his return must take this card to the supervisor and the reason for the absence is entered on it. These cards then provide the basis for statistical analysis.

(*To be continued*)

**FOR PERSONNEL EXECUTIVES**

**Beginning next month, this journal is printing a series of articles setting out the main features of the Factories Acts in clear, concise form. The articles have been specially written for personnel executives by a former factory inspector.**

## Building Up Group Morale From Scratch

(*Continued from page 606*)

member is regarded as important as a member of the team, it is only just that individual abilities should be rewarded. This is done in two steps:

1. By having the right basic rate for each job.

2. By rewarding individual performance. This is done by awarding individual bonuses wherever possible, or by using a scheme of merit-rating as a basis for half-yearly or annual assessment of merit pay or as a guide to the half-yearly wage and salary reviews.

The merit-rating of each person is assessed by a committee of three comprising the person's immediate superior, a representative from the group being rated and the manager to whom the supervisor is responsible. It is based on the following heads: TECHNICAL (skill, knowledge, experience), POTENTIAL (leadership, organising ability, adaptability, initiative), DEPENDABILITY (loyalty, reliability), JOB RELATIONS (co-operation and tact, reaction to discipline, training ability), PERFORMANCE (output of work, quality), TIMEKEEPING (attendance, punctuality). There are, in addition, points for those factors which are of particular importance to the type of job or trade under review.

By applying the foregoing policies and principles, the management believe that they are not only ensuring just and pleasant conditions of employment, but also giving their workers every chance to make the most of their abilities. In return they ask but two things of their men and women. The first is that they apply these principles in their relationships with other members of the Group: the second is that they do all within their power to make their contribution to the success of *Solartron*, because in the long run this success is the key to their own well-being.

It was stated at the beginning that the management know they still have a lot to learn about managing people. Through bearing this ever in mind they have been able to make the most of what they have already learned. Here, surely, is a balanced outlook which can but assist enlightened management if it is harnessed to promote better relationships within our industrial working force.

# PEOPLE AT WORK

## Travel Cover

WILL the employee of the future be paid for time taken in travelling to and from work? It is a thought evoked by the news that *Richard Lonsdale-Hands Associates*, the well-known industrial designers, have taken out insurance policies covering employees during their journeys to and from work.

"I believe that an employer's responsibility for people working with him includes the time when they are travelling to and from their homes", said Mr. Richard Lonsdale-Hands, head of the firm. "The policy, for up to £1,000, covers everyone, from messenger-boy to directors; so that if anyone slips on the doorstep on the way to work or is involved in an accident of any sort he is fully covered."

Premiums are paid by the company, and full benefit will be derived by members of the staff and not by the company. The insurance is also quite apart from the usual employee's accident policy and is of course operative when employees are travelling on company business.

## Things by Halves

WORK study observation had shown that the average man in British industry was doing only half the physical work which he was capable of achieving year in, year out, a conference of Midland industrialists was told recently. Mr. J. Grange Moore, a former deputy head of the I.C.I. Central Work Study Department, said that if an arbitrary figure of 80 "work units" was set as a reasonable standard, the performance of the average working man was from 30–50 units.

The rate of 80 work units was one that should leave a man "healthily tired at the end of a day", Mr. Moore said. During the time work was proceeding without interruption the average rate was 65—75. The lower overall figure resulted from a series of gaps in work which observation revealed.

But, Mr. Moore said, the chief blame for this did not necessarily rest with the workers. The fault might lie in bad management methods which made sustained work impossible, for instance in interruptions in the supply of materials. Some blame might rest with the men—for a lack of a sense of urgency in their work, or for "coffee-housing".

## Students Exempt

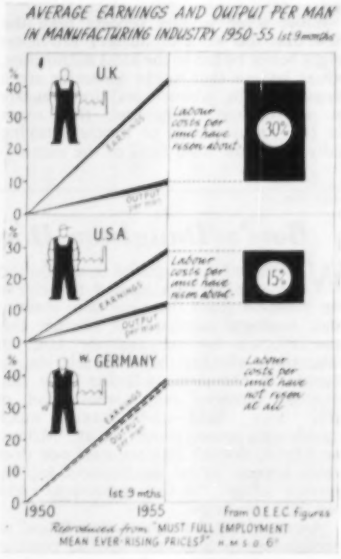
THE Minister of Pensions and National Insurance recently announced that research students holding post-graduate awards made for training in research methods or for studying under supervision for such higher degrees as Ph.D. should normally be treated as in full time education and excepted, if they so wish, from payment of contributions under the National Insurance Scheme.

## *Many More Technical Men Needed*

THE Report for 1955 of the Professional Engineers Appointments Bureau, 9 Victoria Street, S.W.1, emphasises the continued shortage of civil, mechanical and electrical engineers. There is no indication that the number of engineers seeking appointments, either at home or overseas, is adequate in any field to fill current vacancies. There are a good many changes by engineers from one appointment to another, either for personal reasons or to gain wider experience, and these changes are of value to employers generally if the engineers concerned are progressively able to accept greater responsibility, but the difficulty of finding an engineer who is fully experienced in a particular field is not lessened. Firms who are rapidly expanding are having great difficulty in securing staff who have the specialised experience which their vacant posts require.

In 1955, there was no significant change in the numbers of engineers registering with the Bureau, but the number of vacancies notified increased by 20 per cent. The total placings rose by 15 per cent above last year's figure, but the more rigid specification of requirements laid down both by those registered and by prospective employers, tended to reduce the field of selection. A larger proportion of placings was for senior appointments but with fewer men available for junior posts, the number of placings in the low salary ranges was reduced.

## OUR OWN FAULT!


AVERAGE EARNINGS AND OUTPUT PER MAN IN MANUFACTURING INDUSTRY 1950-55 (at 9 months)
UK
USA
W. GERMANY
Labour costs per unit have risen about
30%
15%
Labour costs per unit have not risen at all
1950
1955
From O.E.E.C. figures
Reproduced from "MUST FULL EMPLOYMENT MEAN EVER RISING PRICES?" H.M.S.O. 6d

*The wide discrepancy between the rise in earnings and output shown above is "our own fault" says the recent White Paper on "The Economic Implications of Full Employment". While we have increased our output by nearly one-third, we have taken—in wages, salaries, and profits—90 per cent. more money. That is the trouble which Government and people together must stop.*

## 'Phone Girls' Neurosis

PERHAPS the findings of a group of psychiatrists who have been inquiring into the nerves of Paris telephone girls will calm irascible speakers. "Telephonist's neurosis" has been added to the list of nervous disorders. The symptoms are stated to be nervous fatigue, deterioration of temper and character, loss of sleep, and "various pains." Some of the worst cases suddenly employ, in their conversation, phrases they frequently use at work. This "intoxication by professional phraseology" is observed in 20 per cent of sufferers. Only 14 per cent of telephonists who were examined sleep normally. One sufferer said her ideal was to "stay in bed for ever, with no telephone within miles."

## Borrowed Time

A CHINESE labour monthly recently carried a criticism of the hours of work and methods of wage payments current in China today. Working hours are long and, in the cause of increased production, workers in one plant had to work five days and nights in succession without returning to their homes. The result of these extreme hours is a deterioration in health and a rise in the accident rate. The case is quoted of one man who, after a full day's work, was given overtime, fell asleep and was electrocuted. At yet another factory workers who were kept on the job continuously for a whole day and night finally became unconscious.

Factory managers have resorted to various subterfuges to try to hide the amount of overtime being worked. In many cases this seems to be due to an attempt to complete work within the period allowed and within the cost which has been estimated. One method is known as "borrowing" hours. This means that overtime work is credited against rest periods in the future.

The journal making these accusations lays the blame for much of this overtime

on bad planning. At the beginning of the month there is a slack period and overtime has to be worked later on to catch up with the quota. It points out that the need to do overtime is an unmistakable sign of mismanagement and declares that overtime is not only bad for safety but also means a tremendous waste of public funds on account of the heavy expenses involved in its payment.

## When Automation Comes

MR. IAIN MACLEOD, Minister of Labour and National Service, said in London last month that we were at the dawn of a new era—an era in which the word "automation" loomed large. There was no need for anyone to be frightened by this word, but it was important that everyone, especially the industrial community most directly concerned with its developments, should get a balanced picture of what automation really meant.

Mr. Macleod was speaking at a luncheon given by the Federated Association of Boot and Shoe Manufacturers to the officials of the National Union of Boot and Shoe Operatives to celebrate a period of sixty years of virtual freedom in the industry from serious industrial disturbance.

"Where automation occurs the transition should be made as smooth as possible," said Mr. Macleod. "On the management side, an understanding of the doubts of workers; on the workers' side, an understanding of the fact that the more advanced we are in technology the better our chance of future prosperity. This means consultation as a means of preparing for the future."

## Hope for Spastics

MANY adolescent spastics have had their hopes changed to despair as an employer shook his head and said: "Sorry, no vacancies", or have known frustration on "getting their cards" at the end of a couple of weeks' trial.

To remedy this state of affairs—writes Eric Hodgson in the current issue of the National Spastics Society's newspaper, the *NSS News*—there will shortly be established at "Sherrards", near Welwyn Garden City, Hertfordshire, a special school for spastics which will be a pioneer of its kind.

"Young men and women in this broad band on the fringe of employability will be trained to improve their skills and their speed. What is perhaps of greater importance, they will be trained to face real working conditions by actually working in them. They will, in short, be trained to work.

"The important thing is that they will be given not only expert training and tuition but they will be given time to absorb it. After a suitable period it is confidently expected that they will move smoothly into gainful employment and be able to keep their rightful place in it."

# Factory Nurseries Keep Labour

THE continued need for married female labour in the Dundee jute industry has resulted in a considerable development of welfare facilities by the mills for the smaller children of these workers. That situation is being developed still further in the light of double shift working which makes it essential that more workers be found and at the same time inevitable that the scarcity of labour will persist.

It is estimated that at present about 33 per cent of the total labour force in Dundee—which is by far the most important jute manufacturing centre—are women, of whom 90 per cent are married women.

Welfare facilities include canteens and nurseries where the smaller children are cared for from 7.30 a.m. till 5.30 p.m. One of the largest mills has 68 children in the nursery, aged from 6 weeks to 5 years. These are collected each morning, fed, cared for and delivered to the mother when she finishes work at 5.30. For this service, the mother pays 8s. 9d. per child, or 11s. where two children are involved. Actual cost to the plant is in the region of 47s. per child, per week, but the sum is regarded as well spent in that it makes available highly skilled labour which would otherwise be lost.

While some welfare officers take the view that the work of nursery provision might better be left to the local authorities, others believe that works nurseries are a necessity while labour conditions remain as at present. Whatever the views on the social results of mothers taking daily work, the hard facts of the employment situation—as well as the traditions of the industry—make married labour inevitable, the more so with shift working and competition from newer light industries in the area.

One further development of this system has been the extension run for children from 5 to 9 years. These children are out of the nursery stage, but are still too young to be left in freedom. These, like the younger children, are brought by mother at 7.30 a.m., are fed and cared for, and then delivered to school. They are collected from school, and returned to mother with the babies at 5.30. For attendance at the school nursery, the mother pays 5s. per child, or 7s. 6d. for two.

In effect, therefore, the mills are accepting the responsibility of the workers' children, until the age of 9 years. By doing so, they ensure the child excellent attention and food and care, leaving the mother free to continue the traditional feminine function in a mill town of earning a satisfactory wage. This latest development is too new to allow any decision as to its ultimate effects.

It does, however, overcome the problem that so many mothers stopped work as soon as the child reached school age, and, to that extent, is allowing continued employment to the mother as well as maintenance of the labour force. It is not, perhaps, the final answer to the problem, but to date it has worked effectively—and is evidence of the adaptability of the jute industry to meet its labour problems which are as acute as those in other sections of the Scottish textile industries.

## *Boss's Daughter Doesn't Mean Boss's Desk*

WE studied the length of time required by our business leaders to achieve top position from the time they entered their business careers, and whether this was affected by marriage or kind of education; whether they had relatives or friends in the firm; whether they had received financial help; what kind of jobs they held—and found much significance among these factors. Money, we found, doesn't buy success; nor does there appear to be justification for the current adage: "It isn't what you know but who you know."

Another popular notion that found no verification in our study is that position is secured by marrying the boss's daughter. If our figures prove anything, it takes longer for the mobile man to reach the top if he marries at his own level.

Women play an important role in the careers of business leaders. The occupational and educational backgrounds of the wives were related to those of their husbands to see how the men of the various backgrounds married. When we conducted personal interviews with the selected sample of business leaders we also interviewed their wives, in their homes, to gain another insight into their lives and personalities.

Many of the business leaders married at their own social level, but a considerable number married above or below, indicating that there is fluidity in present American society and that upward movement is possible not only through occupational advancement but by marriage—and, for the children, by descent. Thus it is true to say that, while for some families it is only two generations from shirtsleeves to shirtsleeves, for others it is but two or less from shirtsleeves to dinner jacket.

Especially important to the business leader is his family's ability to adjust to new situations, to move with him to whatever new environments his career may take him. They must learn and unlearn easily, fit themselves into many social and cultural situations which cluster around the job and life of the community.

**(A.M.A. Personnel Bulletin.)**

# *Some American Ideas for British Canteens*

By THE EDITOR

*Here is a discussion of some of the ideas that make American works cafeterias clean, attractive and efficient. The facts were gathered by one of Britain's leading catering experts, and most of them could well be adopted by British firms without vast expenditure on new plant.*

NOTHING is more irritating to the average British management juggling with limited budgets than to be constantly told that they order such-and-such a thing better in the U.S.A., in Germany, France, Sweden or whatever the country in question might be. Nevertheless there is one branch of human activity in which it is generally agreed that we lag behind other countries of the West—to wit, the preparation and service of food—so that when sound and constructive ideas on the topic are presented to us on a platter, as it were, we do well to take note of them.

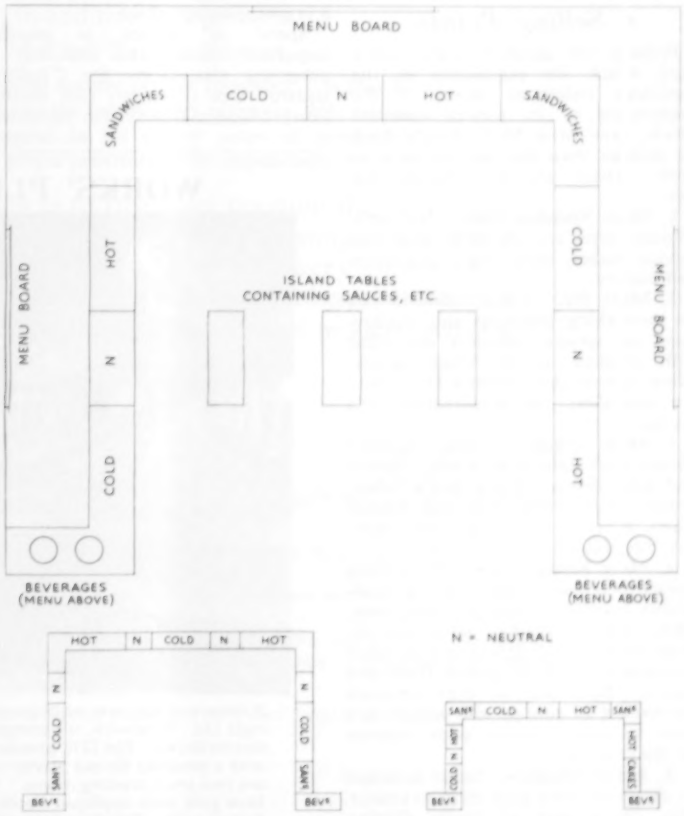
In *Food, Service and Ideas*—No. 2 in the *Canteens in U.S.A.* series published by the Industrial Welfare Society—Miss Winifred McCullough has presented us with just such a body of ideas. Food service is the fourth biggest industry in the U.S.A., she points out, and it is taken very seriously both as a business and as a profession. Eating out is no longer a luxury (one is tempted to add that in Britain it is no longer a pleasure) and the customer is growing more critical and more discriminating. And this, she stresses, is as true of the captive customer in the works cafeteria as of any other. She then goes on to quote one of America's leading caterers who told her:

"The processing of foods is concerned with quality controls; cost controls; portion controls; time and temperature controls. The selling of food calls for initiative, imagination, timeliness, courage and psychology. The food service operator must be well informed about his customers, the factory in which they work and the community of which the factory is a part. He must have a good general education, technical training and a vocation for the job."

"Isn't it just as true," asks Miss McCullough, "and just as apt for catering here?"

The American approach to industrial catering begins with the purchase of the food. Chops, cutlets, steaks and even hamburgers are bought to exact weight and, even in the case of low-priced meals, ready-prepared, ready portioned sauces and garnishes are commonplace. As regards preparation, the emphasis is moving towards the deep freeze, refrigerator and food warmer, less on large dry stores and meat preparation rooms and more on cold rooms, ready frozen foods and meals bought ready for table. Staffs are given short intensive courses in the case and "reconstruction" of deep-frozen, dehydrated and "packet" foods.

As a rule, the American cafeteria serves one break less in the working period than we do here. When shifts are worked one main meal and one snack meal are served in each shift. On day work a morning coffee break and a mid-day dinner are served, but hot and cold drinks, sandwiches,




Plan of the American "hollow square" type of servery described overleaf.

cakes, soup, and so on are available from vending machines throughout the day. It is also a growing custom to serve breakfast from the cafeteria, a trend no doubt influenced by the fact that American experts are worried by the tendency to stop eating breakfast and are doing their best to revive this healthy custom. In most factories there is no afternoon break though offices sometimes serve a mid-afternoon cup of coffee.

At this point it should be stressed that cafeterias have a lot of the spade work done for them by the fact that America is extraordinarily nutrition conscious, so that canteens which set a good standard no doubt come in for many kudos from their customers. There is nothing more discouraging than the apathy so often met with over here by canteen managers and welfare officers, after they have done everything in their power to provide good meals attractively served.

## *6 Selling Points*

Perhaps the greatest single factor from which the popularity of the American cafeterias stems is the appearance of its service counters which, says Miss McCullough, look far prettier than the best we have to show. There are six reasons for this:—

1. **More Stainless Steel.** Not only counter tops are stainless steel but service dishes, urns, jugs, saucepans and cutlery.

2. **More Ice.** Every cafeteria has its ice-making machine and shallow pans on service counters are filled with crushed ice in which salads, jellies, cream pies, stewed fruit, etc., are embedded for preservation and display.

3. **More Light.** Every counter glitters with light from above, behind and even below. Food looks richer, hotter, colder, more appetising, fresher when it is coruscating with light. Try this and see if it isn't true.

4. **More Refrigeration.** No wilting lettuce or greasy butter pats or sandwiches quietly turning up their toes. Most counter display units are refrigerated. Cold drinks are in glass containers which refrigerate them and agitate them too so that constant movement of orange and lemon and lime coloured liquid adds interest to the counter.

5. **Clever Displays.** Salad arranged in diagonal rows according to colour. Pies on a sort of tower display. "Specials" on coloured plates. Rolls in a fold of coloured paper. Sandwiches cellophane wrapped and fanned out with parsley or mint or even flower heads as garnish.

6. **Smart Attendants.** Food service staff have a clean overall just before noon every day. It may be white or pastel or even a clear vivid shade. Usually nylon, it is well cut and in good repair. Caps are perky and smart and a nearer look shows invisible nets on nine out of ten of the neat shining heads. Men attendants wear short sleeved white coats, white or blue cotton trousers and small white caps. All clean every day. Some of the caps are paper which is lightweight and absorbent. Women often wear a flower, real or artificial, or a bright fluffed-out handkerchief in the breast pocket. These are provided as part of the uniform. Some firms provide cut-rate hairdressing, manicure, pedicure and make-up lessons. These are popular with white and coloured employees alike, and help to make the cafeteria a bright, pleasant place.

Speed of service is another important factor, and one way of achieving this is by the "hollow-square" type of servery (see illustration). Under this system customers wander into the square and go directly to the type of meal they want. If one station is less busy than others an electric sign flashes: "Come over here you'll get quicker service," or the charge-hand unhooks a microphone from the wall and announces: "We're not busy over here. Come this way we are waiting to serve you." Another no-queuing device is known as the loop service by which snacks are served at the counters while full meals are served by waitresses at the surrounding tables. With a sixty-minute meal break it has been found that each stool gets used three or four times and each seat at the tables twice. Used crockery is dealt with at the loop counters by a perpetually moving lift below counter level. The counter hands stack cutlery, cups and plates in sectioned baskets which go down to basement wash-up where they are mechanically jogged off on to moving belts which take them through the machine.

Other devices which help quicker services include automatic coffee and milk dispensers, cutlery ready wrapped in paper napkins and placed on each tray in stack, sectioned trays carrying special complete meals, and money

*(Continued on page 620)*

## WORKS' PLEASUREDROME

A feature of the new multi-purpose works restaurant of J. Stone (Holdings) Ltd., Woolwich, is a complete stage fully equipped for both live and cinema shows. The 22 ft. proscenium is constructed of brick and decorated with a moulded fibrous plaster surround; on the actors' right of the stage are two small dressing rooms. The 26 ft. rust velour proscenium curtains have gold satin applique motifs with border and wing curtains in fawn Bolton twill. The floor is covered with a green plastic felt which can be taken up when the restaurant is required for works dances.

# *HALF A LOAF*

*"I propose to give effect,* ***though in a simplified and modified way,*** *to the recommendations of the Second Millard Tucker Committee . . ."*

*THE CHANCELLOR 17·4·56*

Professional men, Controlling Directors and the self-employed may well feel that it is over-simplification to deprive them of benefits commonly enjoyed by non-Controlling Directors and staff employees—substantial life cover and a measure of tax-free capital at retirement, in addition to a pension.

In the words of the Millard Tucker Report,

> **"The distinguishing feature of Life Insurance...is that by no other means can the less wealthy taxpayer, who has no accumulated capital in his earlier years of productive effort, secure a proper provision for his dependants."**

The equitable solution is to free from taxation the investment income of ALL assurance company funds relating to retirement benefits, as recommended by the Millard Tucker Committee, so that specially-drawn endowment assurance policies can be used to provide benefits comparable with those of modern pension schemes.

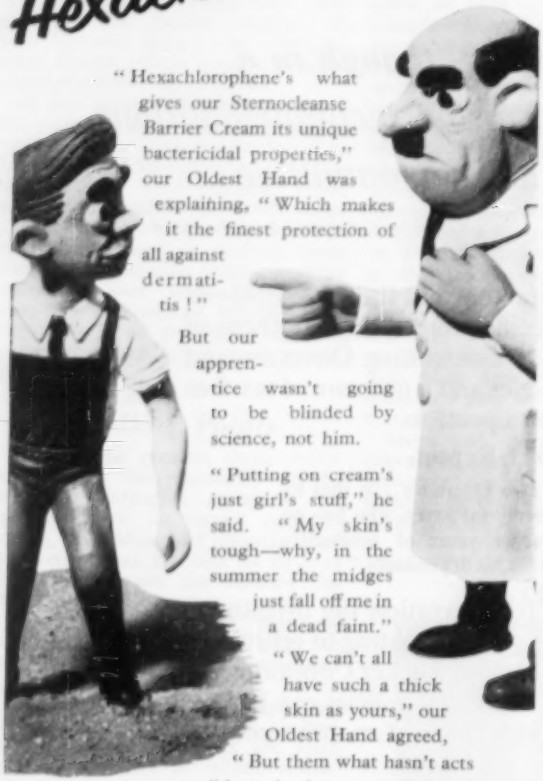
*The Noble Lowndes Pension Service*

38 LOWNDES STREET · LONDON · S.W.1 · TELEPHONE SLOANE 3465 (10 LINES)

3 NEWTON PLACE, **GLASGOW**, C.3 · 25 CROSS STREET, **MANCHESTER**, 2 · 860 SEFTON HOUSE, **LIVERPOOL** 2
BRUNEL HOUSE, **BRISTOL**, 1 · 12 EASY ROW, **BIRMINGHAM**, 1 · 64 FARGATE, **SHEFFIELD**, 1
5 EAST CIRCUS STREET, **NOTTINGHAM** · PHOENIX CHAMBERS, SOUTH PARADE, **LEEDS**, 1
21 COLLINGWOOD ST., **NEWCASTLE-UPON-TYNE**, 1 · 58 HOWARD ST., **BELFAST** · 39 KILDARE ST., **DUBLIN**
106 FOX STREET, **JOHANNESBURG**

*Associated Companies throughout Canada and the United States of America*

# Hexachloro-what?



"Hexachlorophene's what gives our Sternocleanse Barrier Cream its unique bactericidal properties," our Oldest Hand was explaining, "Which makes it the finest protection of all against dermatitis!"

But our apprentice wasn't going to be blinded by science, not him.

"Putting on cream's just girl's stuff," he said. "My skin's tough—why, in the summer the midges just fall off me in a dead faint."

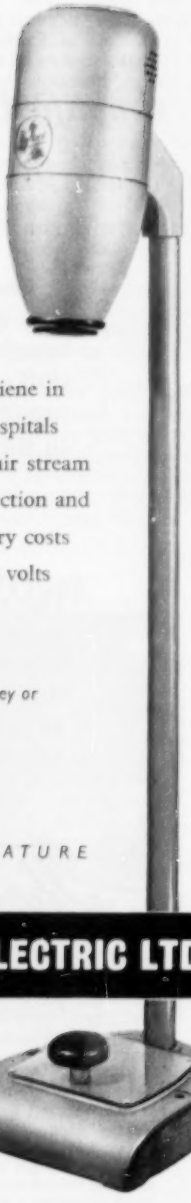
"We can't all have such a thick skin as yours," our Oldest Hand agreed, "But them what hasn't acts sensible and takes precautions, my little rhinoceros!"

**Sternol**
**QUALITY PRODUCTS**

STERNOCLEANSE BARRIER CREAM

**STERNOL LIMITED**
**Royal London House, Finsbury Square, London, E.C.2**
*Telephone: MONarch 3871-5*

# Give hygiene a hand



The perfect aid to hand hygiene in factory, workshop, office, hospitals and clinics. *Antiseptic* hot air stream dries hands in seconds. Infection and re-infection checked—laundry costs cut. Safe, efficient, 200/250 volts AC/DC.

*Available in Oyster Green, Blue/Grey or Cream Enamel*

Wall or Pedestal Models

SEND FOR LITERATURE

**BYLOCK ELECTRIC LTD**

**ENFIELD**
**MIDDLESEX**

# *New Industrial Equipment*

## EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

**Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction — of new products.**

## *Canteen*

### EASY PEELING

THIS good-looking little potato peeler of 7 lb. capacity has been specially designed to fulfil all the requirements of the smaller caterer and is ideal for works canteens, hostels and institutions, as well as for hotels, cafés and snack bars, etc. It is extremely compact (only 16×9½×13 ins. high), is lightweight (18½ lb.) but robust, rustless, and can be put away as easily as a saucepan when not in use as it requires no bolting down, special plumbing or wiring.

Other notable features of this portable power peeler are its great speed in operation and the fact that its powerful motor has been specially designed to start against the load. This means that it can peel a sack of potatoes as quickly as many peelers of twice its capacity. It also peels carrots, apples, onions, etc., and the extent of the peeling can be observed through the transparent perspex lid, so that wastage through over-peeling is avoided. The extra strong centre spindle is fitted with ball bearings and the entire mechanism is in a sealed grease bath. No maintenance, therefore, is necessary.

**(PM/1095.)**

### SPEEDY BUTTERER

UNLIKE most butter-spreading machines which have appeared in the past, this unit is extremely simple in its construction and design. It works on the sheepsfoot roller principle forcing a predetermined amount of butter on to the bread in such a way that however the machine is fed, butter is applied only to the bread, and it does not extrude if bread is not in fact passing through.

The unit is extremely good looking and is designed in such a way that ordinary kitchen staff or serving staff in the modern back bar catering system can dismantle and clean the whole unit

in a matter of minutes. It is extremely robust and stainless steel is used wherever possible for those parts of the unit which come into intimate contact with the butter. The bread is passed by means of a pneumo grip belt made of a washable plastic material through the machine which can be operated at up to 50 slices per minute. **(PM/1096.)**

## *Welfare*

### HELP FOR THE DISABLED

THE *Bennie* moving stair has been invented to provide a means of ascending, unaided and without effort, a straight flight of stairs. It is unprecedented in the assistance it gives to those who have difficulty in using an ordinary staircase although it does not impair the appearance or normal use of the staircase to which it is fitted. The passenger has simply to stand on the moving stair, operate a push button, and the moving stair, travelling on two neat aluminium guides resting on the stair nosings, will automatically stop when it has reached the required level. The driving unit and controls are housed in a compact metal cabinet situated under the staircase.

By using this moving stairway employers should be able to employ people—disabled or old, for example—who in normal circumstances would be prevented from working by their respective incapacities, and who in all other respects would be acquisitions to employers. **(PM/1097.)**

### REFRESHER

AEROSOLS are finding an increasing market in this country and abroad. One suitable application for which there appears to be a big future is the atmospheric spraying of rooms and indoor spaces. A new product just introduced, known as the *Lyptaire*, is made especially for use in offices, factories, workrooms, hospitals, etc., where a highly scented perfume is not desirable. It is packed in a large (12 oz.) container, and has been found most economical in use as a 2-second "puff" is sufficient for an ordinary size room.

As in the case of all aerosols, no spraying apparatus is required and the container can be kept in a small drawer, for instance, and is always ready for instant use. The occupier of a room or office can treat the room himself in a matter of seconds, a great advantage especially before commencing work or during periods when coughs are prevalent. **(PM/1098.)**

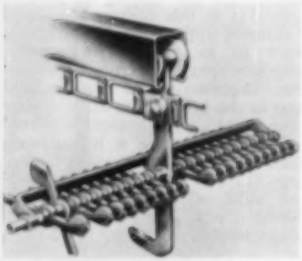
# Handling

## VERSATILE CONVEYOR

A NEW overhead chain conveyor, designed for handling garments, documents and other light articles of every description, should provide an economic solution for those with varied handling problems. Attached to the chain (at intervals determined by the required capacity) are carriers which take the form of hooks, trays, or other special attachments to suit the articles carried.

Above each carrier is a set of triggers, as shown in our illustration, by means of which selection is effected. The standard design provides for any number of triggers up to 20, so that any one of 20 selections is directly obtainable by flicking a single trigger. This operation is simple enough for the most unskilled worker to operate. For more than 20 selections the triggers are used two at a time, in various combinations.

When conveying garments on hangers the action of discharge is to "wipe" the hanger off the carrier-hook and allow it to slide free down a fixed inclined



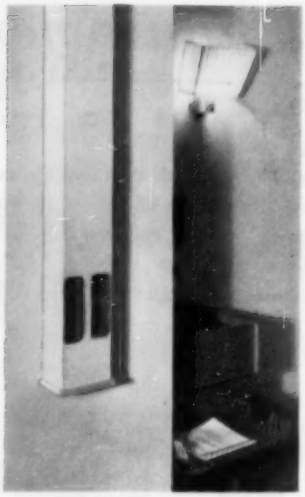
rail. For articles carried on trays, the same mechanism causes the tray to tilt, so that its contents are left behind, as it were, under the centre-line of the conveyor. Operation is extremely simple, enabling garments (for instance) to be sorted at speeds of up to 40 per minute.

The conveyor is sturdy but light, requires no heavy supporting steelwork and occupies a path barely one foot in width. Another important advantage is its ability to rise and fall, change direction horizontally at very small radius, thereby making the best possible use of available space. **(PM/1099.)**

## QUICK MESSENGER

A MEANS of conveying small items such as cash, documents, job cards, letters, etc., between floors is provided by this new electric lift. Its use in offices should cut messenger costs and improve and hasten communication between departments.

Each lift has two carriers which travel up and down in opposite directions, one carrier always being ready for use at either end. An automatic shutter at the top rises as the carrier arrives to prevent papers being put into the shaft when the



carrier is in motion. Installation is simple, the motor simply being plugged into the lighting circuit—thus avoiding costly wiring. The company also produce a larger hand lift which is suitable for transporting parcels from one floor to another. **(PM/1100.)**

## STRENGTHENED HOD

THE "Quicklift" is a new bricklayers' hod designed to take a full complement of 12 bricks. Exhaustive tests have proved this hod capable of submitting to strains and loads far in excess of normal usage. Weighing only 6 lb. 13 oz. it is heat treated and diecast, the reason for its extreme strength. It is fitted with a strong 1¼ in. diameter ash pole 4 ft. long. **(PM/1101.)**

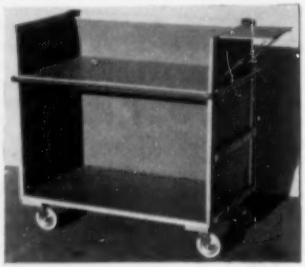
## MOBILE CHAIRS

STACKING and nesting chairs are not new to readers but their advantages are numerous, particularly for canteens where constant rearrangement is necessary for cleaning purposes and

social functions, etc. To clear a hall full of nesting chairs and tables normally calls for a great deal of time and effort. But with the aid of the neat, strongly built trolley shown here, fitted with rubber tyred wheels, twenty stacked chairs can be wheeled away at a time. **(PM/1102.)**

## ALL-PURPOSE BENCH

INCOMING goods are unwrapped and checked on the fixed shelf at the top of the truck and transferred to the lower part of this new mobile bench. The goods are then wheeled bodily to the stockroom, assembly shop or sale floor for dispersal, thus completely eliminating the need for rehandling. The application of the mobile bench to the problems of collection and despatch of goods also can readily be seen. Incoming and outcoming goods are handled once only, giving a tremendous saving in the time spent not only in checking quantities, but in actual physical handling, and the dispersal area of the warehouse is left clear of bulky inconvenient fixtures.



The mobile bench is suitable for use in warehouses, retail stores, factories, libraries, etc., in fact anywhere where the need to avoid congestion and move goods quickly is important. A more robust model makes an ideal fitter's and toolsetter's bench on the factory floor.

The model illustrated here is 40×24×42 in., but this size can be varied to suit any user's needs. The basic model is made in 16 gauge Vulroid vulcanised fibre in a wide range of colours, with a hardwood and aluminium frame and four swivel castors to give maximum mobility. Counters, doors and machines are protected by the addition of a thick P.V.C. buffer. An additional removable shelf, which can be stowed away when not in use under the fixed top shelf, a writing flap and a waste container are optional extras. **(PM/1103.)**

## TRANSPORTABLE CONVEYOR

MANOEUVRABILITY is one of the outstanding features of the *Conveyorette* for, being both small and light in weight, it can be manipulated through the most restricted spaces. What is perhaps more important is the fact that one person (male or female) can transport it to the working site, quickly and comfortably. It may then

be positioned and secured in a minimum of time.

It will elevate goods for loading or stacking or, by the turn of a switch, reverse the band for unloading. When not in use it can be stored easily in a vertical position, occupying the minimum of space. Maintenance is easy for the bearings are self-lubricating while the motor, drive, switchgear and return band are totally enclosed and the gear box and wheels require only periodic lubrication. In addition it is strong and safe for a quick locking device prevents movement from its set position. **(PM/1104.)**

## NEW PALLETISER

A CHALLENGE which has been facing materials handling engineers for many years is the transfer of goods after manufacture from the ends of the roller conveyor system to the unit load or pallet system used for stacking in stores, or for distribution.

A new American machine known as the *Palletiser* has been designed as an automatic bridge for this gap in materials handling techniques, and is now being manufactured under licence in Great Britain. Reduction of manual handling possible with the *Palletiser* not only speeds up pallet loading but virtually eliminates the damage inevitable with manhandling methods.

Only one man is needed to operate the *Palletiser*. He stands on a raised platform at one side of which a roller conveyor delivers the goods to be palletised on to a rotating-ball arranging table in front of him.

The automatic loading carriage places layer upon layer to a maximum height of 66 inches. The machine will accommodate pallets ranging in size from 32 by 32 inches to 48 by 48 inches and intermediate combinations. Maximum height of packs handled is 24 inches, though machines for larger loads and pallets can be specially constructed. Completed pallet loads are discharged from the *Palletiser* automatically on to a roller conveyor, where they can be

readily lifted away by fork or pallet truck.

It is a great advantage to be able to change the pattern of loading rate at any time without adjustment, and only minor adjustment is needed to work with a different pallet size. The magazine attached to the machine holds 12 pallets, and is fitted with an indicator to warn the operator when the supply of empties is low. A selector switch pre-sets the number of tiers to be loaded on each pallet.

The *Palletiser*, which is available for right- or left-hand conveyor feed, weighs only 7,500 lb. and requires no special flooring or building construction. Its operation is all-electric. **(PM/1105.)**

# *Efficiency Aids*

## HANDY FIXER

DESPITE its simplicity—since this tool operates without cartridge or mechanical means—fixings of a type


**The skilled man you need...**

* Out of a total DAILY HERALD readership of 6,786,000 —I.P.A. Survey.

...almost certainly he is one of the nearly 4,000,000* skilled workers who read the DAILY HERALD every day—and read it carefully! Employers all over the country are finding the skilled replacements they want by advertising in the classified columns of the DAILY HERALD. Why don't you do the same?

**Every classified advertisement appears in ALL copies, covering TOTAL circulation.**

**...reads the DAILY HERALD**

**Rate 20/- per line. Communications should be addressed to: Classified Advertisement Manager, DAILY HERALD, Acre House, Long Acre, London, W.C.2. Tel.: Temple Bar 1200 (Ext. 452, 453, 454, 455, 456, 457 and 458).**

normally required by electricians, plumbers, heating and ventilating engineers and for a hundred and one building jobs, are easily and swiftly carried out. The tool consists of a main body with a hollow centre into which the driving pin (of which there are three interchangeable types) is placed. The bolt is placed into the base of the tool, the driving pin is then drawn back allowing the bolt to be held by two spring-loaded wedges located in the base of the tool. With the point of the bolt protruding from the base plate, the tool is then placed against the wall, on a spot previously marked. Whilst thus holding the tool firmly against the wall, a few blows on the end of the driving pin with a 2 lb. hammer will drive the bolt home, allowing only the thread to protrude from the wall. Nails are driven in exactly the same manner. The *Obo* fixing tool offers not only a great saving in time, since the entire operation takes barely half a minute, but it is also most economical. **(PM/1106.)**

## MANY PURPOSE STILLAGE

THESE stillages are available in light or heavy models and have many advantages. Carefully designed and constructed so as to ensure a long useful life, these units are particularly versatile. They can be lifted by crane or fork lift truck; stacked with safety; turned round in their own length; and are completely

mobile with the use of the Armstrong Puller. The safe working load is 15 cwt., but they have been tested to two and a half times this load, and from a maintenance angle they have a much longer life than a normal stillage.

The capacity of the model illustrated is 12 cubic feet, and the weight is 120 lb. It can be supplied with mesh or sheet steel sides and bottom, or with opening in any of the sides as may be required. Only one puller is required for approximately 20 stillages. **(PM/1107.)**

## IDENTIFICATION AID

A MARKING system which has been in widespread use for some time on the Continent provides in its main features for the bold identification markings of boxes, cases, crates, bales, girders, etc.

The outfit consists of a typeholder 10 in., 16 in. or 24 in. in length, with one, two, three or four lines; appropriate composing cradle, letter set; number set; ink pad and ink roller; marking ink in many colours; cleaning and thinning fluid; and permanent stamps for shipping marks or trade marks as they may be ordered.

*Kabey Holders* are made in light aluminium alloy, curved or straight according to requirements. Simple spring-lever action picks up the assembled types from the cradle and grips them firmly. The type matter is inked on an ink pad in the usual manner, and the box or bale is marked with an easy rocking motion. The types are mounted on swallowtail blocks with a metal letter on top for quick composition; the resilient rubber types give a full-letter impression even on rough surfaces. Type sizes range from $\frac{5}{8}$ in. to 8 in. in height, and assorted sets are supplied in boxes with sliding lids. Shipping mark stamps include triangles, diamonds, squares, etc., with or without wording. Permanent stamps and trade mark stamps of any shape or design are made to given instruction. Marking inks are suitable for wood, hessian, carton, etc., as well as metal and glossy surfaces and are available in black and five other colours. **(PM/1108.)**

## SCREWLESS SHELVING

BETTER stock control and better utilisation of space can be obtained with the *Lundia* system of shelving. There is a wide choice of rack heights, shelf lengths and widths which avoids the waste created by uniformly sized shelving. In addition, closely graduated shelf adjustment (every 2 inches from top to bottom of the rack) ensures maximum use of available space. No nuts and bolts are required; the *Lundia* system is prefabricated and can be assembled "on site" by anyone without the use of tools. Each shelf can carry a working load of 500 lb.

Units are extendable at will by the use of specially designed intermediate pieces, and shelving may be quickly rearranged to meet changing requirements in lay-out of premises. The versatile units, which can be bought in any quantities, are made of a combination of wood and metal to give strength, stability and rigidity. **(PM/1109.)**

# *Safety*

## GAS WELDER'S GOGGLE

INDIRECT ventilation is the feature of the new *Panoramette* gas welding goggle. It is made of injection moulded P.V.C. and fitted with a shatterproof acetate window. It will fit all size faces, can be worn for many hours at a stretch

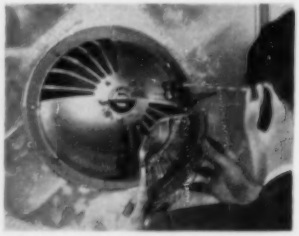
and will go over all types of corrective spectacles. Similar types are available gas tight or for chemical workers. **(PM/1110.)**

# *Ventilation*

## TWO WAY FAN

THE makers of this new Two-Way Fan claim that it is the first of its type to replace automatically the vitiated air it extracts with fresh air from outside. Absolutely draught free, the input of air exactly counterbalances the output and a complete balance of pressure is maintained.

In industrial areas where the outside air may be dirt and soot laden, a filter is available which can be attached easily and simply and which will ensure that all air drawn in is free from dirt.



The fan can also be used in the coldest of winter weather as a 1 kw. electric heater is available which can be clipped on to the inlet port to warm the incoming air. Constant air change prevents a high concentration of infectious cold germs and therefore ventilation such as this fan provides should reduce absenteeism due to sickness, where this is due to infection spread around an office.

If necessary the fan can be completely sealed by two shutters which can be clipped over each grille. **(PM/1111.)**

*THEIR WELFARE DEPARTMENT HELPS MAKE SURE THAT—*

* 11,946,000 *insured persons were absent through sickness or injury between April, 1954, and March, 1955—H.M.S.O. statistics.*

# they won't be amongst the 11,500,000* sickness-absentees

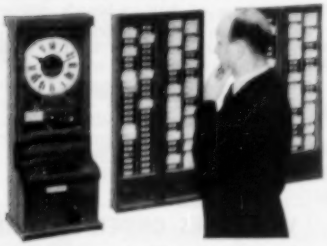
## —*THIS YEAR!*

**IS YOUR PRODUCTION SAFEGUARDED?**

Every year industry is temporarily deprived of over 11,000,000 employees through sickness or injury—reaching a peak in the winter months. Only positive action by enlightened management can reduce this staggering figure. On-the-spot medical and welfare aid for employees has an instantaneous effect in improving attendance—a fact you can prove for yourself.

*In large industrial plants sickness absence can cause bottlenecks affecting many departments . . .*

*. . . the absence of one key worker can disrupt production schedules.*



*Absenteeism, a primary cause of concern to the personnel manager, in many cases is preventable.*

*A fully equipped medical department can give early attention to sickness or accidents preventing more serious after effects and prolonged absence.*

*Many leading industrial concerns employ CALMIC Services of supplies listed in this ready reference. Available on request.*

**CREWE**
*Telephone*
*Crewe 3251-5*

**CALMIC LIMITED**
*Industrial Welfare Division*

**LONDON**
*2, Mansfield Street, W.1*
*Telephone LANgham 8038-9*

IMD 2

*THE*

**MOBYLE**

*Tubular Folding*

**AMBULANCE CHAIR**

Ideal for Works

**FIRST AID POSTS**

- Very strong—though light and easy to handle.
- Can be used for the most awkward stair work.
- Easy to clean—hygienic in use.
- The most economically priced chair of its kind on the market.

*Write for Illustrated Brochure to:*

**BUSINESS SYSTEMS LTD**
**43-51, Waterloo Street**
**Leicester Tel. 5750**

## A CONTINENTAL TOUCH

Furniture in this Directors' Luncheon Room, designed by Ian Henderson, is in stove-enamelled, black metal work. Table top is teak, and seats of chairs are vynide over foam rubber. The curtains, from the Continent, have a gay Italian scene, and the floor tiles are Dutch.

# *American Ideas for Our Canteens*

*(Continued from page 612)*

sorting machines which help the cashier to have change ready sorted out at all times during service.

Miss McCullough describes a host of subsidiary ideas that help in selling the cafeteria to the workers. These range from the provision of special mobile canteens for feeding scattered groups to the deliberate misspelling of items on the menu in order to get customers to read what is being served. Catering managers are also in the habit of visiting other firms in their neighbourhood on the look-out for new ideas, and research is regularly undertaken for the benefit of all branches of food services, including research into such cooking problems as lumps in sauce, discolouration of potatoes and uneven rising in cake doughs.

These, then, are but some of the practices described in this excellent little volume. Undoubtedly some of them are expensive and could only be adopted over here by firms with a generous canteen subsidy. Most of them, however, do not involve much capital expenditure, and are more a matter of thought and common sense. We are supposed to be a people sceptical of new ideas and this applies as much to industrial catering as to any other activity. Yet the experience of progressive canteen managers in this country has been that workpeople can be won over to new and better ways of feeding. This often involves a long and hard-fought campaign against prejudice, but the facts so ably set out by Miss McCullough should provide management with plenty of ammunition.

## CANTEEN ADVICE BUREAU

*We are contemplating the provision of music for our workers during the meal breaks and require to know if we should be liable for the payment of any rights for the rediffusion of music.* (T. L., Macclesfield.)

YOU should apply to the Secretary of the Performing Rights Society, 33, Margaret Street, London, W.1, for a form on which you state the particulars required for an assessment to be made. The annual licence fee payable is assessed on the basis of one penny per employee for an average of half-an-hour's music per day, with a minimum fee of £2 2s. per annum. For a factory having 300 employees, the licence fee would be £5 per annum, payable in advance, for two hours music daily. This fee covers wireless receiving sets, radio relay service and gramophones, other forms of entertainment such as dances and sound films come under special tariffs.

## VACANCIES ORDER REVOKED

**The Minister of Labour and National Service announced last month the revocation of the Notification of Vacancies Orders, 1952, as from May 7. The revocation of the Order means that employers need no longer tell employment exchanges of vacancies which they cannot fill.**

# SAFER...
# with SIEBE, GORMAN

**Self-Contained Breathing Apparatus.** Oxygen and Compressed Air Types. Marks II (as illustrated) and III Compressed Air Types. 'Proto', 'Salvus', 'Lungovox' and 'Fireox' Oxygen Types.
**Respirators.** The 'Puretha' Mark IV Gas Respirator.
**Smoke Helmets.** Oxygen Resuscitation Apparatus. Safety Belts. Dust Masks, Safety Goggles, Gloves and all Protective Clothing. Fire Extinguishers.

*Established 1819*
SIEBE GORMAN & CO. LTD
LONDON
EVERYTHING FOR SAFETY EVERYWHERE

***Neptune Works · Davis Road · Chessington · Surrey***
*Telegrams: Siebe, Chessington. Telephone: Elmbridge 5900.*

SG(T)1

# TOP TWO FOR LARGE SCALE CATERING

## 'BORBAK'
*BAKING POWDER*
For perfect baking results and greater yield at lower cost.

## BORWICK'S
*CUSTARD POWDER*
Blended to give excellent results with either liquid or dried milk.

**GEORGE BORWICK & SONS LTD.,**
42-44 Croydon Road, London, S.E.20.
*Telephone: Sydenham 6044*

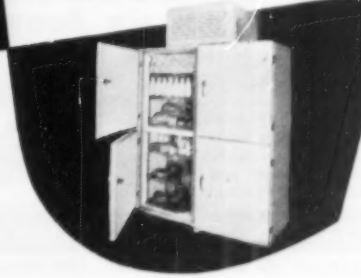
# Giant Capacity
**LOW COST**

*It's "The Mobile Coldroom"—and ideal for your canteen.*

We call it the '45' for it provides no less than 45 cu. ft. of refrigerated space to keep goods fly-free, fresh and appetising. A beautifully engineered job, compact and robust. The '45', the only real answer to food spoilage, is keenly priced.

*Write today for details and name of your local stockist.*

***AeroPhreze***
**AERO PIPE & GLASS CO. LTD.**
A.P.G. House, Harlesden Road, Willesden, London, N.W.10. Tel: WILlesden 4053.



# *Summary of Official Publications*

## READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

### GENERAL

**Safety Pamphlet No. 6. Fencing and Safety Precautions for Cotton Spinning and Weaving Machinery.** Part 3. Cotton Weaving and Subsidiary Processes. Published by the Ministry of Labour and National Service. (*H.M.S.O.* 7s. 6d.)

**House of Commons Bill 114. Agriculture** (Safety, Health and Welfare Provisions). (*H.M.S.O.* 9d.)

**Choice of Careers, New Series No. 11.** Wholesale Clothing Manufacture. Part I. Clothing Factory. (*H.M.S.O.* 1s. 3d.)

**Fundamental and Adult Education.** Vol. VIII. No. 1. January, 1956. Published by Unesco. (*H.M.S.O.* 1s. 6d.)

### INDUSTRIAL DISPUTES TRIBUNAL

### AWARDS

**No. 790. Rates of Wages of Adult Male Workers Employed by a Firm of Waste Paper Merchants at Walworth, London. Claim**: For increased rates of pay. **Award**: Claim established, the basic weekly rates of pay of adult male workers concerned being increased, with immediate effect, by 7s. 6d. to 167s. 6d. in the case of drivers and to 142s. 6d. in the case of other workers. (9/1/56.)

**No. 792. Claim for Payment of Accrued Holiday Pay to a Worker Formerly Employed by a Firm of Electrical Contractors at Enfield. Claim**: For payment of accrued holiday credits in accordance with the terms of a specified agreement in the electrical contracting industry. **Award**: Claim established. [illegible]

**No. 795. Work Allocations in Respect of Certain Ring Frame Spinners Employed by a Firm of Sewing, Crochet and Embroidery Thread Manufacturers at Paisley. Claim**: For a reduction in the new work allocations fixed for ring frame spinning following alterations to the ring frames. **Award**: Claim not established. (25/1/56.)

**No. 798. Rates of Wages of Artificial Limb Makers. Claim**: For an increase in wages. **Award**: That 9d. of the cost of living bonus shall be consolidated into the existing adult basic hourly rates, and that these enhanced rates shall be increased by 4d. per hour for Grades I, A and B, and by 3d. per hour for Grade C, and that the rates of apprentices and juniors should be increased proportionately. Effective from 18/11/55. (30/1/56.)

**No. 800. Question of the Observance by the Goodwood Estate Co. Ltd., of Certain Specified Terms and Conditions of Employment. Claim**: That the above company should pay wages weekly to their employees working under the Home Grown Timber Trade Joint Industrial Council agreement. **Award**: Claim established with effect from 1/3/56. (1/2/56.)

**No. 801. Question as to the Application of a Specified Apprenticeship Scheme to a Worker Employed by an Electrical Contractor at Wellington, Somerset. Claim**: That the employer should observe the recognised terms and conditions of employment in the electrical contracting industry relating to apprentices. **Award**: Claim established. (6/2/56.)

**No. 802. Wage Rate of Adult Male Workers Employed by a Brewery at their Establishment at Walmer, Kent. Claim**: Regarding the rate of pay for adult male workers. **Award**: That the rates of pay for adult workers concerned shall be increased to 150s. per week.

**No. 803. Rates of Wages of Musicians Employed at Certain Theatres in the Provinces and in Scotland. Claim**: For a specified scale of wages. **Award**: Part of the claim not established but the current basic weekly wages of the workers concerned shall be increased by 10s., with immediate effect. (10/2/56.)

**No. 804. Rates of Pay and Conditions of Service of Clerical, Supervisory Administrative and Technical Staff Employed by a Road Passenger Transport Undertaking in the North West of England. Claim**: For certain specified rates of pay and conditions of service. **Award**: Negotiations as to holidays and sick pay should be postponed, while rest of claim is not established. (14/2/56.)

**No. 808. Remuneration of Superintendents, Assistant Superintendents, Agents and District Office Clerks Employed by the Refuge Assurance Company Ltd. Claim**: For increased salaries and for certain other variations in remuneration. **Award**: The present salaries of the staff herein concerned shall be increased by 5 per cent. Effective from 1/1/56. (27/2/56.)

### STATUTORY INSTRUMENTS

**No. 35. The Dressmaking and Women's Light Clothing Wages Council (Scotland) Wages Regulation (Amendment) Order, 1956.** Dated January 27, 1956, made by the Minister of Labour and National Service under section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Amends previous Orders by increasing the statutory minimum remuneration fixed by that Order.

**No. 36. The Hat, Cap and Millinery Wages Council (Scotland) Wages Regulation (Amendment) Order, 1956.** Dated January 27, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Amends previous Orders by increasing the statutory minimum remuneration fixed by that Order.

**No. 109. The Cutlery Wages Council (Great Britain) Wages Regulation Order, 1956.** Dated February 13, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 6d. Sets out the statutory minimum remuneration payable in substitution for that fixed by previous Orders by increasing the maximum amount of holiday remuneration and accrued holiday remuneration payable to a worker, other than an outworker.

**No. 118. The National Insurance (Industrial Injuries) (Prescribed Diseases) Amendment Regulations, 1956.** Dated February 8, 1956, made by Minister of Pensions and National Insurance under Sections 55, 56, 57 and 86 of the National Insurance (Industrial Injuries) Act, 1946 (a). *H.M.S.O.* 3d. Extends insurance under the National Insurance (Industrial Injuries) Act, 1946, to cadmium poisoning and against byssinosis in certain specified instances.

**No. 131. The Laundry Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1956.** Dated February 27, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Sets out the holidays which an employer is required to allow to workers and the remuneration payable for those holidays, in substitution for the holidays and holiday remuneration fixed by previous orders.

**No. 132. The Laundry Wages Council (Great Britain) Wages Regulation Order, 1956.** Dated February 27, 1956, made by the Ministry of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Sets out the statutory minimum remuneration payable in substitution for that fixed by the Laundry Wages Council (Great Britain) Wages Regulation Order, 1952, as amended by previous Orders.

**No. 143. The Hair, Bass and Fibre Wages Council (Great Britain) Wages Regulation Order, 1956.** Dated March 7, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Sets out the statutory minimum remuneration payable in substitution for that fixed by the previous Orders.

**No. 199. The Jute Wages Council (Great Britain) Wages Regulation Order, 1956.** Dated March 9, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 6d. Sets out the statutory minimum remuneration payable in substitution for that fixed by previous Orders.

**No. 219. The Retail Drapery, Outfitting and Footwear Trades' Wages Council (Great Britain) Wages Regulation Order, 1956.** Dated March 12, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 9d. Sets out the statutory minimum remuneration payable and the holidays to be allowed to workers in substitution for the statutory minimum remuneration fixed, and holidays provided for, by previous Orders.

**No. 220. The Sack and Bag Wages Council (Great Britain) Wages Regulation Order, 1956.** Dated March 16, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Sets out the statutory minimum remuneration payable in substitution for that fixed by previous Orders.

**No. 225. The Retail Bespoke Tailoring Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1956.** Dated March 2, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Increases the statutory minimum remuneration fixed by previous Orders.

**No. 226. The Wages Regulation (Licensed Residential Establishment and Licensed Restaurant) (Amendment) Order, 1956.** Dated March 5, 1956, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943 (a). *H.M.S.O.* 6d. Amends previous Orders by: (1) increasing the statutory minimum remuneration; (2) amending the provisions relating to the remuneration of full-time workers for customary holidays; (3) altering the definitions of a Chef, Cook (male and female), Assistant Cook and Head Cook (female).

**No. 249. The Brush and Broom Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1956.** Dated March 9, 1956, made by the


**KOPE-CREME**
**Antiseptic Handstain Remover**
**Now in the unbreakable NEW Polythene Tube**
**Positively Removes Dye and Ink Stains from HANDS caused by handling Printing and Duplicating Machines, Typewriter Carbon Paper and Ribbons, Stamp Pad and Ball Pen Inks, etc., etc.**
★ **Also in Liquid form 4 oz. 3s. 8 oz. 5s. 20 oz. 10s. 6d. Bottles TAX FREE**
Retail Price **3/-** Per Tube TAX FREE

*Packed in Cartons of 1 Doz. Tubes*
**The STANDARD OFFICE SUPPLIES CO**
57 FARRINGDON RD LONDON E.C.1 CHA 5561 (6 lines)

Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Increases the statutory minimum remuneration fixed by previous Orders.

**No. 263. The Retail Food Trades Wages Council (England and Wales) Wages Regulation Order, 1956.** Dated March 26, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 9d. Sets out statutory minimum remuneration payable and the holidays to be allowed to workers in substitution for those set out in previous Regulations.

**No. 305. The Airways Corporations (General Staff Pensions) (Amendment) Regulations, 1956.** Dated March 12, 1956, made by the Minister of Transport and Civil Aviation under Section 21 of the Air Corporations Act, 1949 (a). *H.M.S.O.* 4d. Amends the Airways Corporations Joint Pension Scheme by extending the provisions as to investment of the Fund, by increasing the maximum pension to £2,666.

**No. 309. The Retail Bread and Flour Confectionery Trade Wages Council (Scotland) Wages Regulation Order, 1956.** Dated March 28, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 6d. Sets out the statutory minimum remuneration payable and the holidays to be allowed to workers in substitution for the statutory minimum remuneration fixed, and holidays provided for, by previous Regulations.

**No. 310. The Milk Distributive Wages Council (Scotland) Wages Regulation (Scotland) Wages Order, 1956.** Dated March 19, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Sets out the statutory minimum remuneration payable in substitution for that fixed by previous Orders.

**No. 320. The Retail Bookselling and Stationery Trades Wages Council (Great Britain) Wages Regulation Order, 1956.** Dated March 28, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act 1945 (a). *H.M.S.O.* 9d. Sets out the statutory minimum remuneration payable and the holidays to be allowed to workers in substitution for those provided by previous Orders.

## MAY / JUNE DIARY

**ATOMS, ELECTRONS AND INDUSTRY EXHIBITION**
6-8 **Bristol.** Organised by the Scientific Instrument Manufacturers' Association.

**BRITISH INSTITUTE OF MANAGEMENT**
7-9 **Scarborough.** North-Eastern Management Conference.

**BRITISH WELDING RESEARCH ASSOCIATION**
18-23 **Ashorne Hill, Nr. Leamington Spa, Warwickshire.** Summer School of Welding. Course for managerial staff, research workers, engineers.

**BURTON MANOR**
27 May-June 1 Electrical Safety for Foremen. Course for foremen in charge of electrical appliances.
10-15 Introduction to Supervision. Course for junior foremen and chargehands.
10-15 Effective Speaking.
18-29 Supervisory Management. Course for foremen.

**INDUSTRIAL WELFARE SOCIETY**
**Non-Residential Courses at Robert Hyde House.**
23 May People in Industry.
24 May Industrial Editors' (Welfare) Group. Annual General Meeting followed by "The Purpose and Scope of Works Magazines, with special reference to policy."
29-31 May Industrial and Factory Law.
**Residential Courses**
25-28 May **Ashridge, Herts.** "Perspective in Foremanship." Course for foremen and forewomen.
1-4 **Lilleshall Hall, Shropshire.** Course on Manual Lifting and Handling.
**Courses outside London**
29 May **Edinburgh.** Canteens Day Course.
31 May **Leicester.** Conference on "Young Workers."
5 **Hull.** Supervisors Course.
7 **Newcastle.** Supervisors Course.

**INSTITUTE OF INDUSTRIAL SUPERVISORS**
31 May **Hendon Technical College.** "Psychology in Industry", supported by film "The Inner Man Steps Out."

**INSTITUTE OF PERSONNEL MANAGEMENT**
3-8 **Roffey Park.** Course for Training Officers.
10-15 **Droitwich.** Residential Study Course "Wage and Salary Structure and Administration."
29-July 1 **Cambridge.** I.P.M. and Ministry of Labour Conference.

**THE INSTITUTION OF PRODUCTION ENGINEERS**
1-7 **Peterborough.** Conference "Aspects of Automation."

**INTERNATIONAL MACHINE TOOL EXHIBITION**
22-July 6 **Olympia, London.**

**NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY**
14-18 May. **London.** Joint Course—Statistics.
28 May-June 1 **London.** Course on Selection Methods, Part I.
4 **London.** Course in Selection Methods, Part III.
12-13 **London.** Two-day Conference—Staff Assessment Procedures.
14-15 **London.** Two-day Conference—Selection Methods.

**THE 1956 PRODUCTION EXHIBITION AND CONFERENCE**
23-31 May **Grand Hall, Olympia, London.**

**URCHFONT MANOR**
2-3 New Plans in Further Education.
4-10 The Human Factor in Production. A course for foremen, chargehands and union representatives.
22-24 Statistics for Everyman.

**SUMMER SCHOOL**
25-29 July **Ashorne Hill, Leamington Spa.** Education for Automation. Organised by the Institution of Production Engineers.


# INDUSTRIAL CLEANLINESS

*For hands and skin: Cleanser or Barrier?*

**Industrial Dermatitis originates in skin irritation caused by chemical irritants and frictional effects. Barrier substances offer certain protection during work, but may be penetrated by the abrasive effect of working processes, and should be reinforced by effective cleansing. Adequate protection is only secured by using an approved cleanser after work. Saroul is scientifically compounded to be fully efficient, either alone or in conjunction with barriers. It is not a harsh antiseptic, but a grime-removing cleansing agent which assists the natural healing processes of the body, and extends its protective effect into the hours after work.**

SAROUL HAND CLEANSER
GIVES 24-HOUR PROTECTION

Testing Samples and Literature free on request from Department NS.

**Sandeman Brothers Ltd.**
BILSLAND DRIVE MARYHILL GLASGOW

**Users of Sandeman Products include** J. & P. COATS LTD · MINISTRY OF SUPPLY · NATIONAL COAL BOARD LEVER BROTHERS · IMPERIAL CHEMICAL INDUSTRIES GLENFIELD & KENNEDY LTD · FORD MOTOR CO. LTD NORTH BRITISH LOCOMOTIVE CO. LTD.

Patent No. 479,807
Registered Design No. 819,509

**Protect your workers** adequately from dust and mist inhalation. Light and comfortable. Fit everybody perfectly. Weight ½ oz. Allow free breathing, clear vision, use of goggles, free speech. The workers will wear them whether watched or not. Reduce absenteeism. Do not cause perspiration or skin irritation. Always clean because pad is easily replaced.

Have given satisfaction for over 25 years and are the standard by which other lightweight masks are judged.

*Send 3/3 for Mask and 6 refills (Trial Sample) to*

# MARTINDALE
# PROTECTIVE MASK

**MARTINDALE ELECTRIC CO. LTD.,**
**41 Westmorland Road, London, N.W.9**
**also at 25 Elmbank Street, Glasgow, C.2**

FOR SAFETY

EVERTRUSTY

A new and revised edition of our famous "Blue Book of Safety Equipment"—loose leaf for your added convenience—illustrating and describing our complete range of Industrial Protection—will be sent on request.

Write for *your* copy to-day.

*Specialists in Industrial Safety for 70 years*
*and*
*Members of the Royal Society for the Prevention of Accidents.*

**WALLACH BROS. LTD.**
**49, TABERNACLE STREET, LONDON, E.C.2**
*Phone:* Clerkenwell 1448/9



# To remind you...

that when you want staff, junior or senior, skilled or unskilled, you should get in touch with the Officers' Association. This organisation is an Employment Bureau, and it has on its book much promising material. If the Officers' Association recommends a man, you may be sure that he is a candidate of complete integrity, potentially suited for that particular job, and well worth interviewing.

Next time you have any vacancy whatsoever, why not first try the Officers' Association? Ring them at Victoria 6324 or write to The Officers' Association, 28 Belgrave Square, London, W.1.



**THE LIABILITY IS YOURS**

**Slippery floors are dangerous and unnecessary. All who hold positions of responsibility in buildings where floors are polished, whether wood, linoleum, stone, tile or rubber, should insist that a *non-slip* polish is used.**

**Accidents can prove costly and all measures taken to prevent them are steps to better welfare.**

**FURMOTO**
**NON-SLIP FLOOR CREAM**
*is sold in ¼, ½ and 1 gallon tins and 5 gallon drums*

Sole Manufacturers:
**FURMOTO CHEMICAL CO. LTD.**
1-3 BRIXTON ROAD, LONDON, S.W.9

**Write for this sample of NUWAY INDUSTRIAL MATTING**

**NUWAY matting takes the floor in every way . . .**

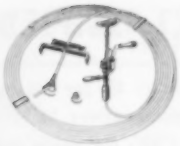
In Design, NUWAY patent Square-cut links are positively non-slip in every direction whether wet or dry; the under-surface grips the floor and facilitates drainage and a "cushion" comfort which borders on luxury.

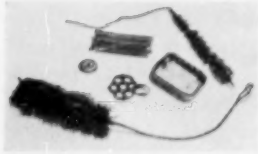
In Quality, highest quality rayon reinforced rubber insertion material (or for oily situations, plastic insertion material) gives NUWAY matting a resilience and a durability for which it has been renowned throughout its thirty years of manufacture.

*The matting for normal uses is woven on highest quality electro-galvanised wire, having double the usual weight of spelter to resist corrosion. For special applications, it is woven on cadmium copper, aluminium alloy or stainless steel or other wires.*

**NUWAY MANUFACTURING CO. LTD.**
**COALPORT · SHROPSHIRE**

# Keep plumbing clear

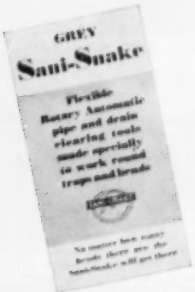




*REMOVED by the "Sani-Snake" after all attempts by other means had failed.*

One blocked waste pipe may cost you anything from £10 to over £100 for excavation or dismantling. A "Sani-Snake" will cost you £10 or less and will eliminate the necessity for such costly work. A very large number of famous manufacturing firms and departmental stores are daily using the "Sani-Snake."

The equipment reduces the clearance of pipes to the simple job of turning a handle. Any member of the maintenance staff can use it. There is work for a "Sani-Snake" wherever pipes are in use.




***Write for free explanatory illustrated folder and price list***

Licensee and Manufacturer

**CHARLES C. GREY**
**20-21 TOTTENHAM MEWS**
**TOTTENHAM ST.,**
**LONDON, W.1.**
Telephone: MUSeum 9145

# Wandsworth "THE BUNNIE" INCINERATOR

**At last—an efficient electrical incinerator for the hygienic disposal of sanitary towels. No special flue required. The outer case does not get hot. No special wiring; any 5 amp. 3-pin outlet will serve. Internal fan absolutely prevents emission of fumes, smoke or smell, even when hatch is open. Combustion chamber of refractory brick. Automatic timing. Details available for installation of more than one machine to a common flue.**

*For* **Wall** *mounting, also* **Pedestal** *type for floor mounting.*

**Guaranteed for 12 months.**

*Send for full particulars*

**THE WANDSWORTH ELECTRICAL MFG. CO. LTD.**
**Albert Drive, Sheerwater, Woking (Surrey)**
'Phone: Woking 3506 (P.B.Ex.) 'Grams: "Current" Woking
*and*
136 Cromwell Road, Kensington, S.W.7 90 Victoria Street, Birmingham 1

# BLICK
## WATCHMAN'S CLOCK

**IS YOUR WATCHMAN DOING HIS JOB?**

A watchman who is not properly supervised and does not know the correct way to make his patrols can be worse than useless. Write to-day for free 12-page booklet explaining the method of patrolling recommended by Scotland Yard and describing the simplest and most effective system for ensuring that your Watchman guards your property **as you want it guarded.**

**BLICK TIME RECORDERS LTD**
Vine Yard, 99, Aldersgate Street, E.C.1
*MONarch 6256*

*"Wheelers of Plaistow"*
*specialists in the manufacture of*

**OVERALLS**
*for*
**MEN**
*and*
**WOMEN**
*in every Trade*

*The* **"VOLE** *Brand* DIGNIFIES THE JOB

**H. WHEELER & CO. LTD.**
*Overall Clothing Manufacturers*
**107 LONDON RD., PLAISTOW, E.13**
*Telephone: GRAngewood 4071*

**"THE TORINIS"**
PERFORM THEIR SENSATIONAL ACT "UP IN THE AIR"

OUR COMPREHENSIVE ENTERTAINMENT SERVICE IS VERY "DOWN TO EARTH"

**MURRAY-WARD PRODUCTIONS**
**38 DEMESNE RD., WHALLEY RANGE**
**MANCHESTER 16**
**Telephone: ARDwick 1997**

COMPLETE ENTERTAINMENT SERVICE FOR ALL INDOOR & OUTDOOR EVENTS

# Peter's SANITARY TOWEL Vending Machines

provide these advantages

- A mechanism that can be adjusted to operate on any number of coins.
- A choice of brands—soluble and non-soluble.
- An assurance of unlimited supply.

*Particulars from*

**PETER'S**

**AUTOMATIC MACHINES**
LIMITED
1 Ladbroke Road
London, W.11
*Telephone: PARK 7608*

## PROTECT YOUR OVERALLS

For every type of overall, there's a size and style of Dainite Button in White, or Colours. Write for samples.

**Dainite**
WASHABLE UNBREAKABLE
BUTTONS

THE HARBORO' RUBBER CO. LTD., Market Harborough. Tel: 2274-5-6


# CLASSIFIED ADVERTISEMENTS

**Rate: 2/6 per line, minimum 5/-; average 24 letters per line, box numbers to be paid for as 2 lines. Display panels: £1/10/- per single column inch. Series discounts: 5% for 6 insertions, 10% for 12. Payments must accompany order for single insertions. Address orders to: Advertisement Manager, PERSONNEL MANAGEMENT & INDUSTRIAL EQUIPMENT, Mercury House, 109/119 Waterloo Road, London, S.E.1. Tel.: WATerloo 3388.**

## PERSONAL

"INCORPORATED COMMERCIAL CONSULTANT" indicates Fellow or Associate (F.B.S.C., or A.B.S.C.) of The British Society of Commerce (Limited by Guarantee), a professional organisation for all engaged in commerce. Qualifying examinations annually, exemption may be granted in approved cases. Write: Secretary, 164, Lord Street, Southport (19).

LIMITED PRIVATE HOSPITAL ACCOMMODATION is available at THE STANBOROUGHS, Stanborough Park, Watford, Herts. Also well-equipped treatment rooms for Hydrotherapy, Electrotherapy, Massage, etc. Enquiries invited. Illustrated brochure on request. Telephone: Garston 2259.

## CONVALESCENT FACILITIES

STAFF REST OR CONVALESCENT FACILITIES are ideal at Wallington Hill Guest House, Fareham, Hampshire, situated amidst beautiful scenery and surroundings. Personnel Managers considering staff welfare should write for attractive terms.

## PARTY OUTINGS

A Message to COACH PROPRIETORS, TRAVEL AGENTS, CLUB SECRETARIES, WELFARE OFFICERS, PERSONNEL MANAGERS. No need to worry this year about feeding your Coach Parties or Works and Clubs Annual outings! At the Clifton Restaurant we feed parties of 20 to 300 guests at one sitting. Excellent food is provided in pleasant surroundings at reasonable charges. Near Bathing Pool, sands and Peasholm Park. Whether your party is large or small, make your next outing to Scarborough—and THE CLIFTON. Particulars, folder and specimen menus on request to the Resident Manager: Mr. and Mrs. H. R. Roninson, THE CLIFTON RESTAURANT, overlooking North Bay, SCARBOROUGH. Telephone: 3253/4. Coach Park nearby. Fully licensed. Cocktail and Smokeroom Bars.

PRINCE OF WALES RESTAURANT, Esplanade, overlooking South Bay, opposite Spa Lift, SCARBOROUGH. 20 to 200 guests catered for at one sitting. Excellent food in pleasant surroundings at reasonable charges. Full particulars of charges and specimen menus from the Catering Manager. Licensed Bars. Telephone 4571/2/3.

## SITUATIONS VACANT

A PERSONNEL MANAGERESS is needed by a medium sized engineering firm. A high standard of education, co-operative ability, experience and a liking for people: all are essential. It is necessary to live in Walsall. Apply with full details Box No. 128. "Personnel Management", Mercury House, 109 Waterloo Road, S.E.1.

## PROPERTY FOR SALE

CONVALESCENT HOME or similar. Ideally situated in lovely country, 9 miles Eastbourne, Freehold well-built residence comprising 20 rooms, 6 bathrooms, central heating, 2 cottages with bathrooms. Outbuildings, stables, glasshouses. 17 acres gardens and grounds, easily maintained. For particulars write Box 129, "Personnel Management", Mercury House, 109 Waterloo Road, S.E.1.

## MORTGAGE & PENSION SCHEMES

STAFF HOUSING, 100 per cent mortgages, house purchase deposit allocations to Business and Industry (up to £100,000 per company), Sickness and Pension schemes. Business and Factory Insurance. Private building or buying, 95 per cent of valuations advanced. BAKER'S, 21 Cairo Street, Warrington. Tel.: 3766/7.

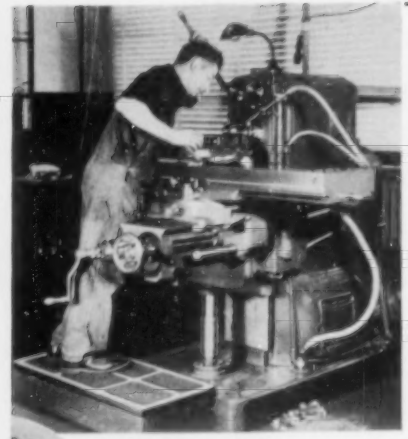
## REFRIGERATORS

"FRIGIDAIRE" Low-temperature Refrigerators, 49 in. wide by 28 in. deep by 34 in. high, ex-large National User, suitable for 'A.C.' or 'D.C.' deep freezing, storing of ice-cream, frozen foods, etc. Price £29 each. Also Domestic Refrigerators: Service Cabinets and Cold Rooms available. —A.R.C., 130 Great Portland Street, London, W.1. Tel.: MUSeum 4480.

REFRIGERATOR RENTAL—Hire your refrigerator, all types available. Frozen Food Cabinets: Service Cabinets: Cold Rooms, etc. Apply:- A.R.C., 130, Great Portland Street, London, W.1. MUSeum 4480.

## PRESENTATION TROPHIES, Etc.

TROPHY CUPS, Shields, Medals and everything for presentation purchases, at lowest Wholesale prices. Send for Illustrated Catalogue. Swinnertons Ltd., Tantarra Street, Walsall. Tel.: 6081.



## make sure with "Safety Walk"

**To provide sure-footedness is good management and slippery surfaces need no longer contribute to accidents. 3M "Safety-Walk" can be laid by maintenance staff or a handy-man. It's tough, durable and effective in wet and oily conditions, indoors or out. "Safety-Walk" consists of a self adhesive fabric surface coated with hard mineral grains. It is supplied in several convenient sizes and in red, green and black.**

# 'SAFETY-WALK'

*There are hundreds of other 3M Company products serving Industry. They range from "Scotch Boy" Industrial Tapes for all purposes to 3M Adhesive and Sealer Products.*

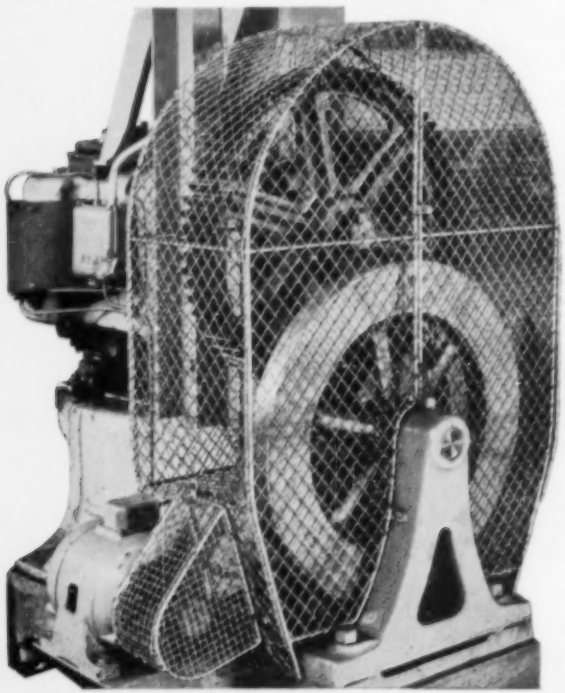
ANOTHER 3M COMPANY SERVICE

*Further details and literature available from:*

THE MINNESOTA MINING & MANUFACTURING COMPANY LIMITED

Arden Road, Adderley Park, Birmingham 8. Telephone: East 2051

and at London, Manchester & Glasgow



## perfect safety is achieved with BRABY wire guards tailored to fit around the dangerous area

*Consult us for your special requirements*

ONE OF THE WIDE RANGE OF

BRABY

PRODUCTS

**FREDERICK BRABY & CO. LTD.**

**LONDON WORKS, THAMES ROAD, CRAYFORD, KENT**

**TELEPHONE: BEXLEYHEATH 7777**

**And at London, Liverpool, Glasgow, Belfast, Bristol and Plymouth**

AP266/121

*but tomorrow does come*

Going back into the hustle and bustle of the office will come as a jolt. Clattering typewriters, chattering typists, bellowed telephone conversations, tramping footsteps up and down corridors all day long, the rattle of the tea trolley—how can anyone think, let alone work amid so much noise! Call in Cullum. Cullum will mop up noise for good . . . stop its perpetual tug-of-war with nerves . . . let you hear only what you want to hear. Call in Cullum *now*.

**Sound control by CULLUM**

THE ACOUSTIC CONSULTANTS AND CONTRACTORS

*Concessionnaires for* **ACOUSTI-CELOTEX**

PROGRESS WITH QUIETNESS

**HORACE W. CULLUM & CO. LTD., FLOWERS MEWS, LONDON, N.19 Tel: ARC 2662 (4 lines)**



Printed by Knapp, Drewett & Sons Ltd., London and Kingston-on-Thames, for the Proprietors, Shaw Publishing Co. Ltd., *registered office: 180 Fleet Street, London, E.C.4, England* (Waterloo 3388).
Advertisement, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1. (Waterloo 3388.)